

هكنا من الجهر

FINANCIAL TIMES



Cold climate
Kohl adds to German gloom

Page 21



Safety at sea
Charting a digital course

Page 12

New Zealand
Lessons in revival

Martin Wolf, Page 20



Executive education
Short courses come of age

Survey, Pages 13-18

World Business Newspaper

TUESDAY MARCH 12 1996

Japan's trade dips into red for first time in five years

Japan's politically sensitive current account swung unexpectedly into a small deficit in January for the first time in five years. Economists expect the surplus to reappear in the next few months, but believe the trend of declining surpluses will stay. Page 22; Editorial Comment, Page 21

German industry recovers: A big jump in manufacturing output helped German industrial production to a surprise recovery in January, but the Bonn economic ministry warned that the figures might have to be revised downwards. Page 22; When recovery is not enough, Page 21

Six states urge shelving of EU growth plan: Six countries, led by Britain, France and Germany, urged the European Commission to shelve proposals to shift funds from the European Union budget to support a new growth package. Finance ministers said the plan would send the wrong signal to the public when budget discipline was needed to prepare for monetary union. Commission president Jacques Santer (above) said he intends to press ahead with the move. Page 2

US businessman attacks Sinn Féin funding: There should be no financial backing for Sinn Féin in the US until the Irish Republican Army declares another ceasefire. William Flynn, president of US insurance company Mutual America, said in an interview with the Financial Times. Page 10

Strike at GM shuts plants: A strike at General Motors' brake plant at Dayton, Ohio, has shut 12 of its 29 North American assembly plants, affecting 40,000 workers. Page 6

Deutsche Telekom discounts approved: Deutsche Telekom, German telecoms group to be privatised this year, won government approval for large discounts to corporate customers. Page 2

Alcatel and Sharp in phone venture: Alcatel Telecom of France and Sharp, the Japanese electronics group, announced a partnership for the development of the next generation of portable telephones. Page 23

Arab radicals increase attacks on summit: Arab governments and radical groups stepped up their criticism of tomorrow's "Summit of Peace-makers" in Egypt, saying the conference would mask Israeli aggression and polarise the Middle East. Page 5

US to challenge Canada over magazine tax: Washington will challenge Canadian taxation practices which exclude US magazines from the Canadian market, US Trade Representative Mickey Kantor said. Page 4

Daewoo may buy Lotus: South Korean industrial group Daewoo is understood to have signed a letter of intent to purchase all or part of Lotus, the British sports car manufacturer and engineering concern. Page 23

India car sales advance: Car sales in India are growing by almost a third a year, Indian industry figures show. Page 4

Dutch complete DSM sell-off: The Dutch government is to complete its phased privatisation of DSM, the chemical group's second-largest chemicals company, by selling a 11 per cent stake in the group. Page 1

Ex-presidents on trial: Ex-presidents of North Vietnam are on trial in Seoul on treason and rebellion charges for which they could receive the death penalty. Page 8

Turkey and Israel to scrap tariff barriers: Turkey and Israel will today sign a trade agreement eliminating all tariff barriers between them by 2000. Page 4

Crickets World Cup: The last two quarter-finals saw Australia beat New Zealand and South Africa beat India in the West Indies. The first semi-final will be played in Colombo tomorrow between India and Sri Lanka, while Australia and the West Indies battle it out in Mohali, India, on Thursday.

London share services: A complete update of all London share prices was unavailable for this edition. Some prices shown may be pre-close. Prices for all FT-As constituents have been fully updated with closing values.

STOCK MARKET INDICES		GOLD	
New York S&P 500	5,455.36 (+24.93)	New York Gold	338.2
Dow Jones Ind. Avg.	1,774.84 (+10.37)	London Gold	338.5
NASDAQ Composite	1,363.88 (+25.57)	London Gold	338.5
FTSE 100	2,871.76 (+11.33)	London Gold	338.5
FTSE 100	2,871.76 (+11.33)	London Gold	338.5
FTSE 100	2,871.76 (+11.33)	London Gold	338.5

Dow rally in US calms European markets

By Philip Coggan in London and Lisa Bransten in New York

European financial markets recovered from their lows yesterday as Wall Street rallied after Friday's sharp falls in bond and share prices following the publication of stronger than expected US employment data. By early afternoon in New York, the Dow Jones Industrial Average had rebounded 50 points, triggering curbs on programme trading. It plunged 171 points on Friday, on fears that evidence of employment growth would stop the US Federal Reserve from lowering interest rates further.

The benchmark 30-year Treasury bond, which fell three points on Friday, the sharpest drop since the Gulf crisis of 1990-91, was around half a point stronger by early afternoon. In the US equity market, cyclical shares benefited from the belief that the economy was not slowing as much as most economists had previously estimated. That led to a strong performance by the Dow Industrial, which is

Early jitters but then Wall Street brings relief



shift. Nevertheless, world markets were in jittery mood, because low US interest rates have been one of the factors fueling the global bull market. Asian markets, which closed well before Wall Street opened, bore the brunt of the damage, with the growing tension between the US and China over Taiwan acting to depress sentiment. The impact was particularly severe in Hong Kong, where the Hang Seng index fell 7.3 per cent. In addition, the Hong Kong currency is linked to the US dollar and thus the colony's stock market is very sensitive to expectations of the likely direction of US interest rates. Other Asian markets to be hit included Indonesia, where the local index fell 4.2 per cent, Sydney, which dropped 3.6 per cent, and Tokyo, where the Nikkei 225 average dropped 1.8 per cent to 19,786.29, its lowest level of the year. In Europe, leading stock markets fell around 2 per cent at one stage but recovered when Wall Street opened higher. London's FT-SE 100 index was 81.2 points lower at one point, before rebounding to close 35.8 points down at 3,674. In Frankfurt, the DAX was 1.2 per cent lower in after-hours trading, while in Paris, the CAC-40 index closed 1.3 per cent down.

Reverse takeover of BT was option in C&W talks

By Hugo Dixon and Alan Cane in London

Cable and Wireless put forward an audacious plan to acquire British Telecommunications as part of merger talks between the two UK telecoms groups which broke down about 10 days ago. The scheme, which would have involved C&W taking over a company with more than twice its market capitalisation, was proposed after BT suggested in November merging with C&W. Structuring the deal as a reverse takeover was designed to avoid the need for BT to buy out the minority shareholders in Hongkong Telecom, in which C&W holds a 57.5 per cent stake.

Under Hong Kong stock exchange rules, a bid for C&W would have triggered a bid for the rest of Hongkong Telecom as control of the company would have changed. That would have added another \$600 (\$900) to the cost of the takeover, on top of the \$100m BT would have needed to pay for C&W - even without factoring in a takeover premium. C&W's scheme involved issuing new shares to acquire BT. The combined group would then have geared itself up and paid out \$4m-\$5m in special dividends to shareholders. Sir Iain Vallance, BT's chairman, and Sir Peter Bonfield, BT's chief executive, would have become respectively chairman and chief executive of the new company. But because C&W would have technically been buying BT, there would have been no need to bid for Hongkong Telecom.

Another attraction of the plan was that it would have avoided the risk that foreign governments might cancel C&W's myriad licences as a result of a change in its ownership. The talks eventually foundered mainly because the companies could not agree on valuation and

Continued on Page 22
Lex, Page 22; Let's call the whole thing off, Page 28

China warns US not to interfere over Taiwan

By Tony Walker in Beijing and Laura Tyson in Taipei

China warned the US yesterday to stay clear of its row with Taiwan, as Washington strengthened its naval presence in the area by deploying a taskforce including two aircraft carriers. Mr Qian Qichen, foreign minister, described US criticism of China's military exercises in the Taiwan Strait as "reckless" and "erroneous". He blamed Washington for contributing to tensions. "It is ridiculous for some people to call for interference in the issue and even more ridiculous for them to call for the protection

of Taiwan." Mr Qian told reporters. "Those people have forgotten that Taiwan is a part of China and not a protectorate of the United States," he added. Mr Qian's remarks coincided with the deployment of the USS Independence battle group, including six support vessels, in waters off Taiwan to monitor Chinese live-fire military exercises due to begin today in the Taiwan Strait. Defence officials in Washington said a second aircraft carrier, Nimitz, would sail from the Gulf to waters near Taiwan. Mr William Perry, US defence secretary, said a second battle group was being deployed in waters off Taiwan as a "precautionary measure". "We do not believe China plans to attack Taiwan. We do not expect military conflict there," he said. "The US is a west Pacific power. We have substantial military forces in the west Pacific and a substantial interest in maintaining stability in that part of the world."

UK risks damaging revolt over Europe

By Robert Peston in London

The UK government will today risk a damaging revolt by hard-line Tory EU opponents by enthusiastically endorsing membership of the Union and rejecting many of their key demands. The government sets out in a white paper its approach to the imminent intergovernmental conference on reforming the EU's institutions. It lists the benefits to the UK of EU membership and says that it should remain far more than a free trading area. The UK's vision is that the EU's constitutional development should be restrained, so that it does not evolve into a federation, but that its institutions should be made to work more efficiently. "Our view is that it should be an association of nations, working together," said a senior member of the government. "Obviously this is an idiosyncratic view within the EU but it is not a negative one." However, this approach will alienate both the Tory Eurosceptics, who are arguing for a radical pruning of the EU's powers, and also governments of other member states, which believe the UK is blocking the institutional reform necessary for EU enlargement.

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CONTENTS			
News	22	Companies	28
European News	25	Markets	29
Lex	22	Commodities	29
Features	22	FT Actuaries	36
Lexic Page	21	FTS-A and Index	40
Int. Cap Mkt	28	Foreign Exchange	31
Int. Companies	24-27	Gold Markets	29
Asia-Pacific News	8	Int. Bond Service	30
American News	21	Managed Funds	34,35
Water Trade News	4	Money Markets	31
UK News	10	Recent Issues	40
People	12	Share Information	32,33
Weather	22	London SE	38
		Wall Street	37-40
		Buzzes	37-40
		Surveys	
		Executive Education	13-18

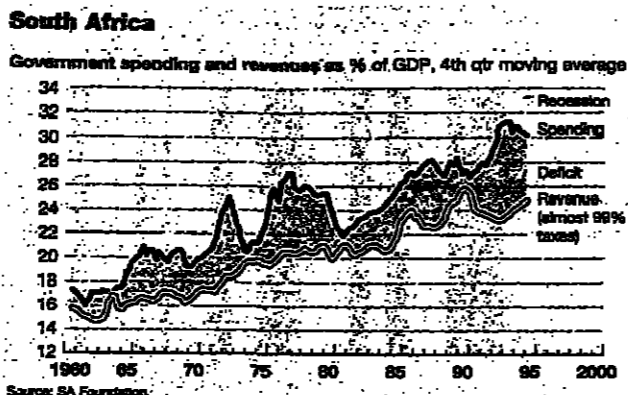
NEWS: INTERNATIONAL

South Africa's economic rift widens

Government must perform hard juggling act in tomorrow's budget, says Roger Matthews

Sharp divisions over economic strategy are developing between big business and the government in South Africa, encouraged by the recent pressure on the rand and arguments over the budget due to be delivered tomorrow.

Both sides agree on the need to achieve a sustained annual growth rate of at least 6 per cent to reduce 33 per cent unemployment and alleviate poverty. But after two years of wary peace, the attempt to build a policy consensus is fast evaporating.



Source: SA Foundation

South Africa's 50 biggest companies, grouped under the banner of the South Africa Foundation, threw down the gauntlet 10 days ago with the publication of a document proposing precise policies for faster growth.

These included swift action to cut the budget deficit, the rapid dismantling of foreign exchange controls, a vigorous privatisation programme and more flexible labour policies.

At the weekend, the proposals were roundly criticised by Mr Tito Mboweni, labour minister, as "a recipe for disaster" which would "push the country backwards".

"The document they have delivered is a request from big business to do something for them, but nothing for the poor," he said. "In fact it

increases the burden on the poor. What kind of political system could accommodate the proposals they make?"

Mr Chris Stals, governor of the Reserve Bank, has ruled out any move to scrap exchange controls in the budget, and remains committed to a phased relaxation. He said in an interview that the recent volatility of the rand, which in two days last month lost more than 7 per cent of its value against the dollar, was to be expected and provided justification for his caution.

Mr Stals has sympathy for the political juggling act which Mr Chris Liebenberg, the finance minister, must perform in drawing up a budget which produces a significant cut in

the fiscal deficit, currently 6 per cent of gross domestic product.

Big business says the minister's target of reducing the deficit to 4.5 per cent by 1999 is too modest, and is seen by potential foreign investors as evidence of policy failure. The South Africa Foundation paper wants to see it slashed by 1.5 per cent of gross domestic product a year until it reaches 2 per cent.

The Reserve Bank governor also has sympathy for that approach. "Capital spending by government is less than 3 per cent of GDP, so everything it has to borrow above 3 per cent of GDP is negative spending. It is borrowing to finance current expenditure," he said.

"I would also like to see more done to encourage personal savings, which have been falling for five or six years, mainly as a result of taxation which has not been adjusted to take account of inflation."

But it is precisely the savings industry that - for reasons of political expediency - Mr Liebenberg is expected to target to raise extra revenue in the budget. Initially he is known to have favoured a 1 percentage point increase in the rate of value added tax to 15 per cent. This was strongly supported by the business lobby.

It is no less strongly opposed by the Congress of South African Trade Unions (Cosatu) which is aligned to the African National Congress. Until the middle of last week, Mr Sam Shilowa, the general secretary of Cosatu, and Mr Alec Erwin, deputy finance minister and former union official, were still arguing the relative merits of a VAT increase, or the alternative of a one-off 1 per cent levy on the investment income of pension and provident funds.

Leading businessmen insist that "one-off" taxes should be strenuously avoided because they create uncertainty and are detrimental to investor confidence. A tax on pension funds would also hit the very industry that the govern-

ment needs to encourage.

Instead, big business suggests the government should commit itself to cutting spending on staff by reducing civil service levels by 100,000 over the next five years, and by not increasing real spending on items such as education, health and housing which, it said, were already high by international standards.

In his return, Mr Mboweni criticised the call for faster privatisation, describing it as a plan to "sell the family silver". He dismissed as "ridiculous" their proposal for a "second tier" labour market, designed to free employers from strict new labour laws in order to create new jobs more cheaply, it would "mark the return of institutionalising black workers once more in a cheap labour system", he said.

At least the debate, which had been muted, is now in the open and audible to international markets.

For the second time in his brief career as finance minister, Mr Liebenberg must tomorrow attempt to reassure the strong South African trade union movement without alarming the business community. "It is a very difficult political exercise for a minister of finance to satisfy everyone," said Mr Stals, a central banker who enjoys understatement.

Warning signals ignored in Rwanda

By Bruce Clark in London

The world failed to read clear warning signals of an impending genocide in Rwanda in 1994, and a similar catastrophe could be brewing in neighbouring Burundi, according to a year-long study of the region issued yesterday.

"A crisis in Burundi of the proportions of the Rwanda crisis could constitute an immense calamity for the Great Lakes region, Africa and the world," said the report, commissioned in December 1994 by a committee of UN and non-governmental agencies, plus 19 donor nations.

The study urged Mr Boutros Boutros Ghali, the UN secretary general, to act on the lessons of Rwanda and avert disaster in Burundi.

These steps should include: support for mediation efforts by the Organisation of African Unity; creating an "effective human rights machinery" whose tasks would include "vigilance over threatened genocide"; helping to create an effective system of justice so as to "break the vicious cycle of impunity"; and pressure on those inciting violence.

Analysing the failure to avert the deaths of up to 1m Rwandans in 1994, the study said "there were increasing warning signals" from experts on the region, and specialised UN agencies, from early 1993.

However, "the UN Secretariat and Security Council did not recognise these," said the report, which called for a unit charged with early warning of conflicts to be placed under the direct authority of the UN secretary general.

The report describes as "fateful" the UN Security Council's decision in April 1994 to withdraw most of its peacekeeping force, and says a "case can be made" that thousands of people would have been saved if the force had instead been expanded.

The International Response to Conflict and Genocide: Lessons from the Rwanda Experience. Available from Danish Ministry of Foreign Affairs.

Malan pleads 'not guilty'



Former defence minister Magnus Malan (left), once South Africa's most powerful military general, yesterday pleaded not guilty to 13 charges of murder in a packed Supreme Court room. Nineteen co-defendants, including 10 apartheid-era senior military officers and six members of an alleged Zulu nationalist Inkatha Freedom Party (IFP) hit-squad, also entered pleas of not guilty. All 20 accused also pleaded innocent to four counts of attempted murder and one of conspiracy to murder political opponents in the 1980s of the then apartheid government.

The charges relate to a 1987 massacre of 13 people, mostly women and children, in KwaMakutha black township south of Durban. Opening the state's case, Mr Tim McNally, KwaZulu-Natal attorney-general, said the prosecution "will cast a shaft of judicial light into a corner of our history which hitherto has been dark and secret."

The case is being viewed as a trial of the apartheid-era military machine and its alleged involvement in political violence, which has seen more than 14,000 people killed in KwaZulu-Natal in the past decade. *AFP, Durban*

Iraq blocks UN inspectors

Iraq yesterday prevented United Nations inspectors monitoring its heavy weapons arsenals from visiting a site in Baghdad.

The confrontation, the second such incident in less than a week, was taken up by UN Security Council members in discussions that were expected to be followed with a statement calling on Iraq to comply with UN resolutions.

A key part of the Gulf War ceasefire agreement was the Council's call for the dismantling of Iraqi weapons of mass destruction, a process that has been repeatedly hobbled by President Saddam Hussein.

Meanwhile, the second round of negotiations on the proposed sale of up to \$2bn worth of Iraqi oil to buy food and medicines opened between UN and Iraqi negotiators in New York. Mr Abdul Amir al-Anbari, the Iraqi envoy, said he hoped practical arrangements could be completed within 10 days. *Michael Littlejohns, UN Correspondent, New York*

Minister attacks Abacha's aides

General Sani Abacha, the Nigerian leader, seems out of touch with reality because aides are misinforming him, a British minister said yesterday. Baroness Chalker, the overseas development minister, said she was "deeply concerned" by the apparent failure of a barrage of protests and retaliatory measures to get through to Gen Abacha.

"He is only being told what certain people around him would wish him to know," said the minister, who urged the US to match the sanctions against Nigeria which have been imposed by the European Union.

In a Commonwealth Day news conference, the British minister praised the economic liberalisation programme of Kenya and the efforts of President Daniel arap Moi - who once likened her to a "kindergarten headmistress" - to reduce corruption. *Bruce Clark, London*

Arab radicals step up summit attacks

By Julian Ozzarne in Jerusalem

Arab governments and radical groups yesterday stepped up their criticism of tomorrow's "Summit of Peacemakers" in Egypt, saying the conference would mask Israeli aggression and polarise the Middle East.

The criticism reflects a belief among many Arabs that the summit, co-chaired by US President Bill Clinton and Mr Hosni Mubarak, the Egyptian president, will ignore Israel's continued occupation of Arab lands in contravention of United Nations resolutions and marginalise Islamist groups that have genuine popular support.

Almost 20 heads of state or government plan to attend the summit aimed at combating terrorism and saving the Middle East peace process in the wake of Islamist suicide bombings in Israel.

Syria, a key regional player, yesterday accused Israel of daily repression in the occupied territory and scorned an Israeli call for Damascus to close the offices of radical Palestinian groups.

"It is strange that Israel drops tonnes of bombs on innocent civilians in south Lebanon and practices daily repression in the occupied territories without anyone reacting to her," said the official Syrian Tishreen newspaper.

"It is clear that Israeli leaders are forging facts and events in an uncovered game... Occupation in their view became self-defence and resistance to occupation became terrorism."

Lebanon said yesterday it would boycott the summit and called on world leaders to force Israel to implement UN Security resolution 425 which calls on Israel to withdraw from Lebanese land. Over the weekend, Mr Mohsen Dahloul,

Lebanon's minister of defence, said the summit was doomed to fail as it only aimed to please Israel. "The summit is... weird and bizarre," he said. "Is he who carries a rifle to liberate his land a terrorist like they claim? While he who occupies the land is opposed to terrorism."

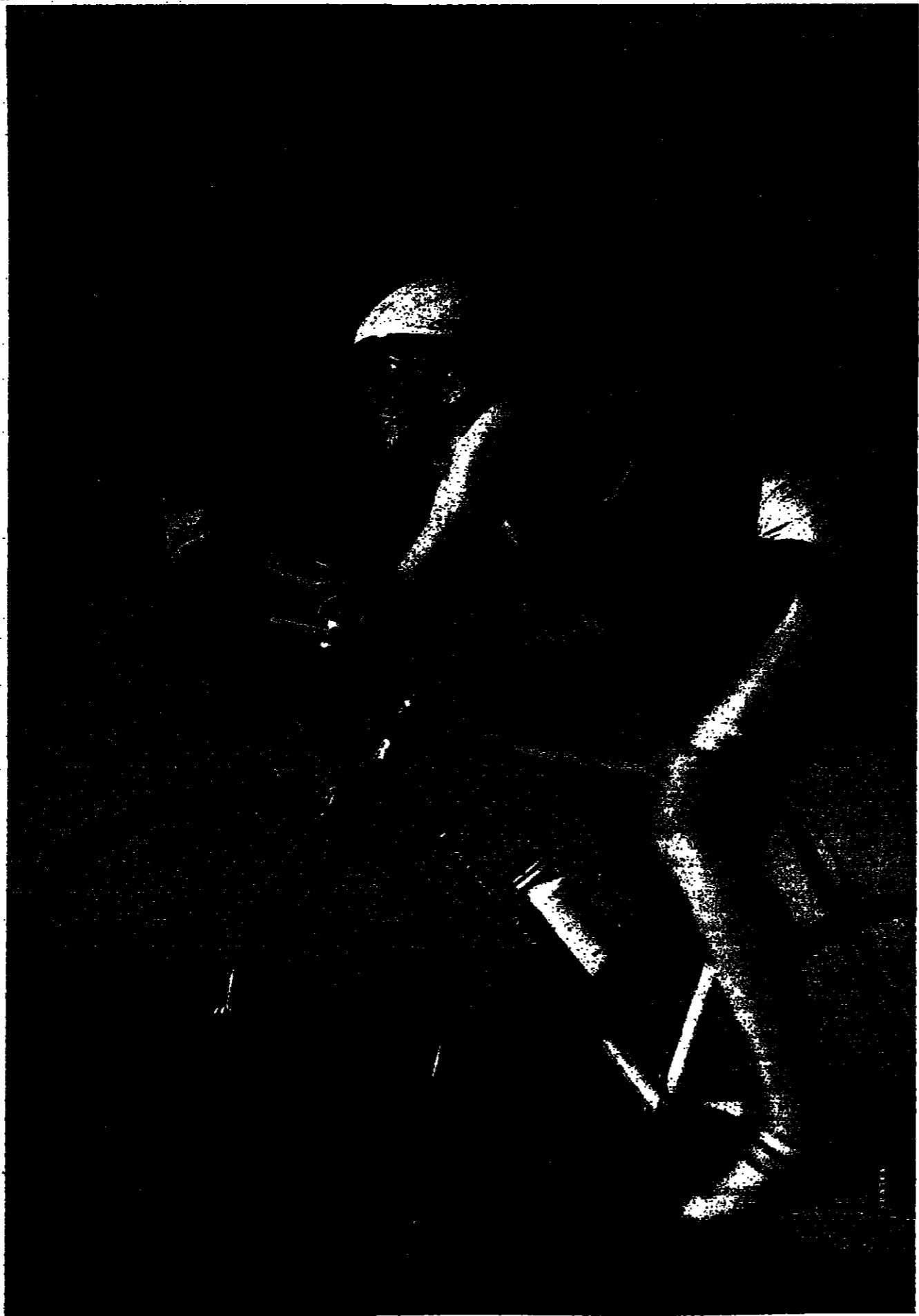
Radical Palestinian groups also attacked the conference. "Resistance of occupation with all ways and means is a right which is ensured by international law," said Mr Maher a-Taher, of the Damascus-based Popular Front for the Liberation of Palestine.

Arab diplomats said there was a danger that Islamist movements with large domestic support bases and genuine grievances against undemocratic governments and monarchies would be marginalised by the summit. They said such groups in Egypt, Bahrain, Saudi

Arabia and Jordan, which were deeply rooted spiritual, social and political movements, feared they were going to become the victims of a muddled western drive against terrorism and a growing stereotype that grouped all Islamists together as pariahs.

Fears have also been raised that the summit might exacerbate polarisation between those governments willing to join a western-Israeli alliance and those left outside like Syria, Lebanon, Iraq, Iran and Libya.

Jordan, seeking to defuse Islamist criticism of its participation at the summit, said yesterday it was attending the meeting to shore up Middle East peace. "We are not going there to point the finger of accusation at anyone," said Mr Marwan Muasher, information minister. "We are going there, without shame and fear, to support the peace process."



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THE MEANS OF COMMUNICATION

NEWS: ASIA-PACIFIC

Thailand may curb inflows of capital

By Ted Barnocke in Bangkok

Thai economic authorities are considering a new set of fiscal and monetary measures to slow the speculative capital inflows that are complicating the country's fight against high inflation and a large current account deficit.

Tokyo urges restraint on Beijing

By Peter Montagnon and William Dawkins in Tokyo



Ikeda: a new bluntness

Mr Yukihiko Ikeda, Japan's foreign minister, yesterday called on the Beijing and Taipei governments to get together to resolve their differences over Taiwan's status and warned that missile tests were harming China's chances of unification with the island.

law we certainly cannot ask a country to refrain from exercising on the high seas, but we do hope that they will exercise self-restraint," he said.

Dispute unsettles Hong Kong

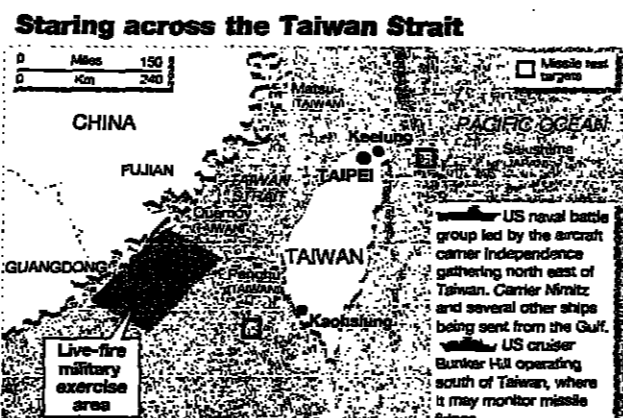
By John Fiddling in Hong Kong

The war of words between China and Taiwan is sending unsettling echoes around Hong Kong as it prepares for next year's handover to Chinese sovereignty.

China takes risky course on Taiwan

Serious escalation cannot be ruled out, Tony Walker and Laura Tyson write

China's firing of missiles perilously close to Taiwanese ports has prompted deepening concern about open conflict in the Taiwan Strait, but defence analysts believe the dispute is more likely to continue to be marked by what is described as "degrees of sabre-rattling".



Balance of power

Table comparing military forces of China and Taiwan across categories: Army, Navy, and Air force.

He noted that the last time China sought to mount an operation beyond its borders it lost 30,000 men. Its invasion of Vietnam in 1979 was described by Chinese propaganda as a "counter-attack in self defence", and resulted in China receiving a "bloody nose".

"The M-9 is their best bit of inventory. It is accurate and reliable; they have shown that, but the question is what do they do next?" asked one.

This is psychological warfare with dangerous overtones

Taiwan would have little defence against Chinese missile attacks and would have to rely on the international community to put pressure on China to stop.

Sumitomo Bank to reduce costs

By Emiko Terazono in Tokyo

Sumitomo Bank, a leading Japanese commercial bank, has tried to avert public criticism over the industry's role in the housing loan crisis by announcing a list of cost cutting measures.

1,500 over the next two years through attrition and would seek further ways to cut personnel costs. The bank would reduce other overheads by merging and closing branches, and suspending the launch of new branches, he said.

show China would need something like 800,000-1m men to invade Taiwan, but its amphibious and sea-lift capabilities would enable a maximum force of about 50,000 men to be involved in such an exercise.

ASIA-PACIFIC NEWS DIGEST

Australian blow for Murdoch

Mr Rupert Murdoch's News Corporation was dealt a further blow in the Australian courts yesterday, when a judge barred it from running the breakaway "Super League" rugby competition until the end of the century.

Lee Kuan Yew faces new surgery

Mr Lee Kuan Yew, Singapore's senior minister, is to undergo fresh treatment to increase the supply of blood to his heart after tests found an artery had apparently narrowed again.

INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

Large table showing international economic indicators for various countries including US, Japan, Germany, France, Italy, and UK, with columns for money stock, interest rates, and market yields.

Treason and rebellion charges

Ex-presidents on trial in S Korea

By John Burton in Seoul

Two former military presidents, who ruled South Korea for a total of 13 years, yesterday went on trial on treason and rebellion charges for which they could receive the death penalty.

no handcuffs as they were led into the courtroom. Security outside was tight as more than 700 riot police guarded the Seoul district court building against angry demonstrators.



NEWS: UK

PM pledges crackdown on habitual late payers

By James Blitz and Richard Gourlay

Mr John Major yesterday pledged to crack down on the late payment of bills by big companies and Whitehall departments as he unveiled a package of measures aimed at easing the burden of red tape on small businesses. The prime minister said he personally favoured measures which would force companies to declare their record on late payments at regular intervals.

Mr Major said the government should "take steps to generate

embarrassment among those who wilfully and continually pay late." He also announced plans for "one-stop shops" of regulators to give advice on the rules and regulations facing employers.

Mr Major's speech gave a clear indication that small business policy is likely to be a key battleground at the next election.

His comments were also in stark contrast to recent comments from Mr Michael Heseltine, the deputy prime minister, who had boasted about "stringing along his creditors"

when he was a young businessman. Since January, companies have been required to publish their payment policies in annual reports. But trade and industry ministers said the government could introduce statutory regulations requiring companies to disclose their payment records before the end of this year.

Mr Major said industry would now be consulted on whether payment records should be published.

Mr Stephen Alambritis, of the 90,000-strong National Federation of Small Businesses, said Mr Major's

announcement was "a step in the right direction."

But the Institute of Management said plans to embarrass late payers would "result in red faces for the government."

In his speech to the first "Your Business Matters" national conference, which aimed to identify the concerns of small businesses, Mr Major also ordered government departments and local councils to speed up payment. He pledged to draw up "rigorous" league tables which exposed "not their aspirations

but the record of what they actually achieve."

The prime minister said the government would introduce other measures to help small and medium sized businesses. These included:

- A series of one-stop shops to give across the board advice to employers on regulations dealing with fire safety and environmental standards.
- Simplified registration for new companies so that they do not need to register separately with the Inland Revenue, the Contributions Agency and Customs and Excise;

- A computer system to provide a single point of information about regulations and licences for new companies.

Mrs Margaret Beckett, Shadow Trade and Industry Secretary, said the government itself was one of the worst offenders on late payment, owing at least £200m to small businesses in late payment.

"Small business people would be wise to be very cautious of proposals coming from this Government whose record far belies their rhetoric," she said.

Upbeat outlook for oil industry

By Robert Corzine

The outlook for the UK oil and gas industry remains bright, according to a new report by the UK Offshore Operators Association, a trade group for the 34 companies which operate production platforms in the North Sea.

The report predicts that annual oil production will continue to exceed the present rate of consumption for another 10 years. It also suggests that offshore reserves are sufficient to maintain oil and gas production at "significant levels" for at least another 20 years.

In common with recent estimates from other organisations, UKOOA believes that oil production will reach a new record of around 2.9m barrels a day in 1996-97, before declining slowly to about 1m b/d by 2020.

It notes that a big factor behind bigger reserve estimates is the ability of the industry to extend the life of existing fields. "Enhanced oil recovery, tight control of operating costs and incremental investment in these older fields are all making a very significant contribution," says the report.

UKOOA estimates that two-thirds of the total increase in economically recoverable oil reserves is from the improved potential of existing fields.

The annual expenditure of the offshore industry is expected to remain at around £8bn-£10bn (\$12.24bn-\$15.5bn), with half the amount being used to maintain existing platforms and pipelines.

The scope for increased gas supplies is highlighted by figures which show that gas production could reach a new peak of 10bn cubic feet a day by the end of the decade.

That would be twice the amount produced in 1980. The ability of the offshore industry to produce large quantities of gas was one of the main factors behind the government's decision to open the domestic gas market to full competition in 1988.

Tories wary of referendum party's support

By Robert Peston, Political Editor

The launch of Sir James Goldsmith's Referendum party could "make the difference between the Conservative party winning or losing the next election", according to a paper written by a Tory party researcher.

A briefing note for Tory Members of the European Parliament says private opinion polls commissioned for Sir James suggest "it may attract as much as 6 per cent support" in a general election, although "it is realistic enough to believe this is more likely to be 1 or 2 per cent at best".

The paper says that even this lower vote could be enough to cost the Tories 25 seats. In the last general election such a vote swing would have "made the difference between a Conservative government and a hung parliament".

Ministers and Tory officials were yesterday pouring scorn on the paper. "It is a pretty efficient synopsis of recent press cuttings on Goldsmith by an obscure researcher," said a Tory official. "Frankly, it is a statement of the obvious."

In a sign of the seriousness of the threat posed by Sir James, Mr John Major, the prime minister, has been in contact with him through a third party, to ascertain

whether he can be persuaded to back off.

Sir James, a billionaire and MEP, has said that he will field candidates in every constituency unless candidates of the leading parties commit themselves to a "fair referendum" on the Maastricht treaty.

The government is expected in the next few weeks to announce a commitment to hold a plebiscite on participation in a single currency. But it has ruled out a referendum on the broader issue of the EU's constitution, which is the only basis on which Sir James has said he would stand down.

Sir Teddy Taylor, an outspoken Tory Eurosceptic, last night called on the government to offer a referendum on UK's membership of the EU.

Sir Teddy was reacting to publication of remarks recently made by Mr Jacques Santer, president of the European Commission, that "in a few years from now, before the turn of the century the process of EU integration "will have grown into economic and political union".

A furious Sir Teddy said that Mr Santer was "right to say that we will have a single EU state with central economic controls unless we do something about it now".

Manufacturing picture remains gloomy

By Graham Bowley, Economics Staff

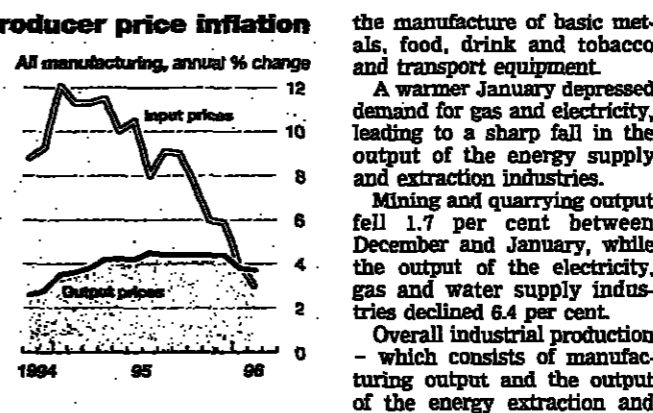
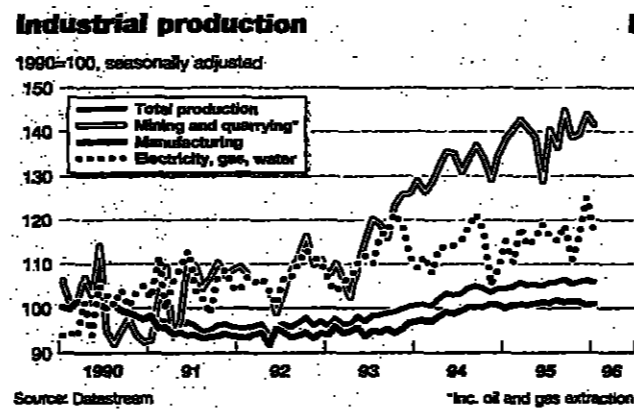
UK factory output recovered slightly in January after the big fall suffered in December, but the longer term outlook for manufacturers is still gloomy, figures showed yesterday.

The subdued figures provided further evidence that manufacturers continued to run down stocks of finished goods built up in the second half of last year rather than increasing production.

Some City economists believe that output will recover in the second half of this year, as stock correction comes to an end and demand in home and European markets starts to pick up.

Mr Geoffrey Dicks, an economist at NatWest Markets, said: "Manufacturing has still some way to go to reverse recent losses, but at least the corner appears to have been turned."

Economists were cheered by a pick-up in the manufacture



of durable goods, which they said was consistent with signs that conditions on the high street were improving as consumers start to spend more on "big ticket" items.

But the manufacture of investment goods slipped back, deepening concerns about the state of investment.

Manufacturing output rose by a seasonally adjusted 0.3 per cent between December and January - due largely to increased production of textiles, leather and clothing and food, drink and tobacco, the Central Statistical Office said.

But factory output in the three months to January was 0.6 per cent lower than in the previous three months, with declines across most sectors. This was the second successive

fall and the biggest since August 1993.

The CSO believes that factory output is now stagnating, with the long-term trend pointing to a zero annual growth rate, the weakest trend growth rate since 1992.

In the three months to January, production of electrical equipment rose but this was more than offset by declines in

Factory inflation at lowest rate for a year

By Graham Bowley, Economics Staff

Factory gate price inflation fell to its lowest rate for a year last month, as the industry's raw material costs continued to decline, helped by a fall in petrol and electricity prices.

The Central Statistical Office said yesterday that producers' output prices rose 3.7 per cent in the year to February, the lowest annual increase since February last year. The figures, which reflect the current slowdown in British manufacturing, provided further evidence that inflationary pressures in

industry remain under control as manufacturers are forced to slash prices to clear stocks of unsold goods.

Economists said the data vindicated the decision by Mr Kenneth Clarke, the chancellor, to cut interest rates by a quarter of a point to 6 per cent last week. Mr Clarke cited subdued price pressures in industry as one of the main reasons for the rate cut.

Mr Alex Garrard, UK economist at UBS, said that the figures suggested that there would be at least one more quarter of a point reduction in UK interest rates soon. "With input price inflation continuing to fall back, helped

by sterling's stronger performance of late, price pressures in the manufacturing sector are expected to remain muted," he said.

Producers' input prices - the cost of materials and fuels purchased by manufacturers - rose 3 per cent in the 12 months to February. This is the lowest annual increase since June 1994.

A fall in the price of electricity to industrial consumers and lower prices for crude oil meant that input prices unadjusted for seasonal factors fell 0.5 per cent between January and February. After adjustment, input prices declined by 0.3 per cent last month.

Output prices, excluding the volatile food, drink, petrol and tobacco components, rose 3.5 per cent in the year to February, the lowest annual rise since January last year.

The CSO said that there was a particularly pronounced decline in prices of petroleum products, which fell 2.1 per cent between January and February.

This was the biggest decline since at least the beginning of 1992, the CSO said.

Poor demand in domestic and export markets has meant that manufacturers have had to limit price increases in order for them to sell their goods.



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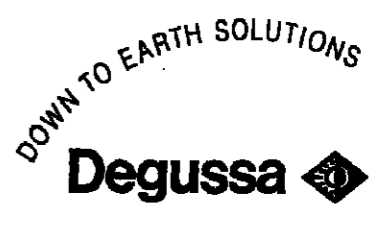
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EXECUTIVE EDUCATION

The short course comes of age

Demand for intensive programmes has exploded in recent years. Della Bradshaw examines a trend that is seeing academics compete against consultants and in-house trainers

After this year the business school at the University of Chicago will, for the first time, welcome managers on to its campus to study for a short executive programme. Not a very momentous occasion, you might think.

But this decision by the US's second oldest business school and the last leading school in this country to succumb to the lure of the lucrative short course market, could prove to be the final nail in the coffin of the business school ideal of a lofty, academic institution that would not sully itself with non-degree courses.

Chicago's deputy dean Mr Robin Hogarth says that the move was prompted by the academics at Chicago, who, as individuals, were frequently approached by companies to run short courses. But he acknowledges there were some reservations. "Our faculty was always kind of nervous. There was always a sense that this was a slippery slope."

The sensitivity of the subject is reflected in the school's decision to allow academics to choose whether they want to participate in executive courses or not. At Cornell, in the US, and London Business School (LBS), in the UK, faculty are also allowed to opt out of the short-course market and concentrate on teaching master of business administration (MBA) courses or on conducting research.

What is open to those who do participate is a slice of a market that is worth hundreds of millions of dollars a year worldwide. It is a market that is difficult to quantify and hugely fragmented: providers of executive education span business schools, management centres, training companies, consultancy practices, individual con-

sultants and last, but by no means least, the in-house training departments of companies themselves.

The extent of overlap means distinctions between practitioners are becoming increasingly blurred. Business schools now see themselves performing the role more traditionally associated with consultants, while consultants are moving into more theoretical areas, traditionally the sole domain of the business schools.

Such integration may have muddled the executive education picture, but two things are clear: the market has been growing over the past decade and this growth looks set to continue. The demands of restructuring, international sales and information technology are forcing executives to reconsider their positions. While once it was thought enough to have an undergraduate degree - even an MBA could be considered gilding the lily - additional training is now seen as both an aid to career development and as a management tool.

The result is twofold. On the one hand, companies, after years of removing layers of middle management padding, are using executive courses as a way to motivate staff. ("Companies now realise that people create the real long-term advantage - the Japanese have shown us that," says Professor Leo Murray, director of Cranfield university school of management.)

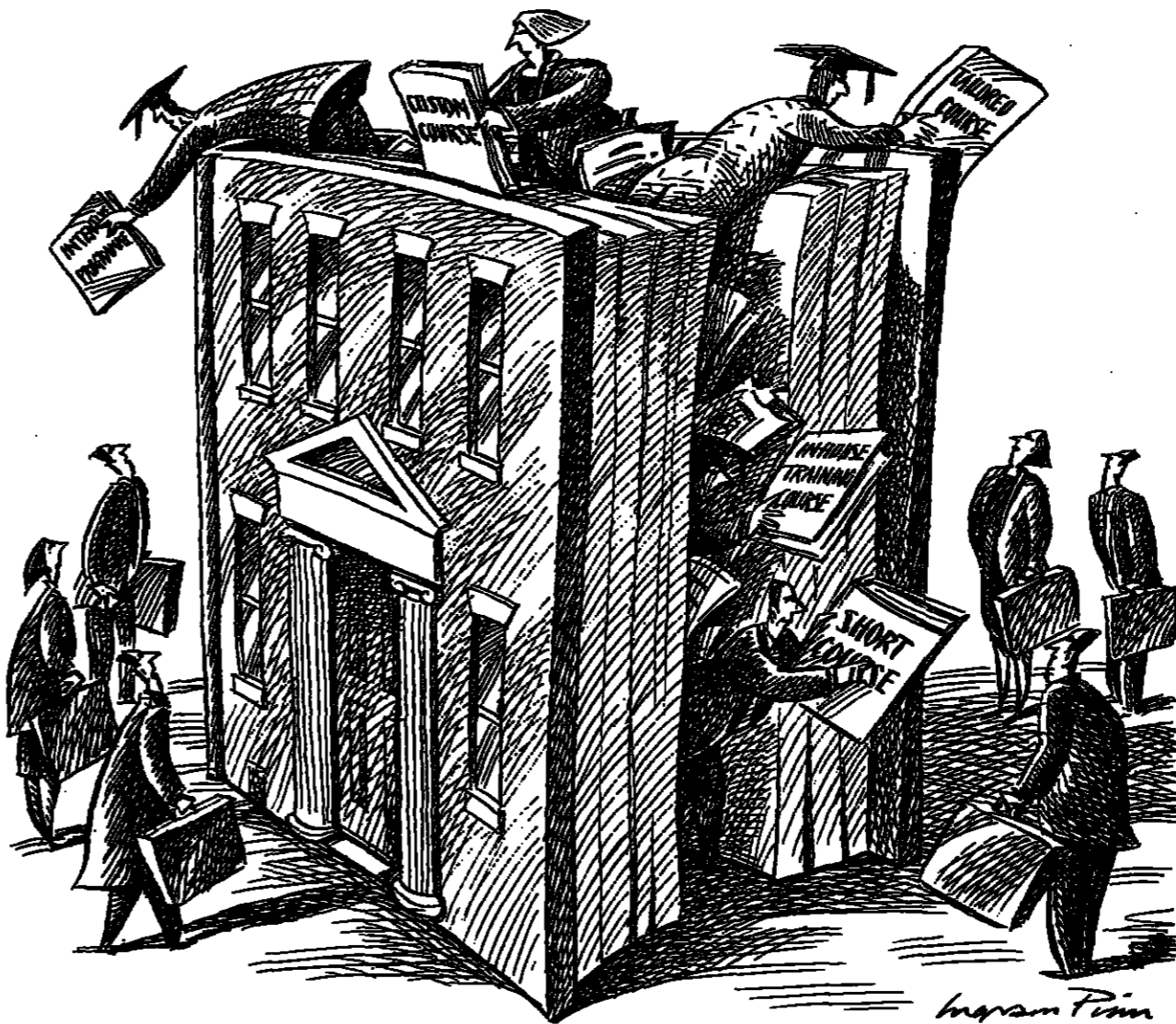
On the other hand, the top dogs in the company are realising that they need executive training themselves. The market for courses for those at board level is burgeoning. Insead, in Fontainebleau, for example, now has three courses aimed specifically at the top league of business peo-

ple; five years ago it had none. The inclusion of top executives in the executive education sector has been instrumental in spearheading the demand for shorter courses for all managers. "I meet people who want general management programmes in one to two weeks," says Ms Martine Van den Poel, director of executive education and assistant dean at Insead. "It's extremely difficult to do that."

Despite the fact that managers' requests sometimes seem unrealistic, there is no doubt that the biggest shift in the market over the past decade has been the increased proportion of the short courses that have been tailored for individual companies. Many of the newer business schools have built their reputations on programmes for individual clients. Fuqua School of Business at Duke University in Durham, North Carolina, for example, has custom-made courses for both Johnson and Johnson and Eli Lilly.

Such schools have eventually forced the more traditional top-tier business schools, which were reluctant to offer tailored programmes on the grounds that the school got too close to the client and so compromised its academic integrity, to move into the market. To date, the mighty Harvard has still only conducted custom-built programmes for some 15 companies; LBS's record, on the other hand, is 30 and Insead's 35.

Those who have pioneered tailored courses are quick to defend their independence, claiming that the information they glean from companies feeds back into the university's research and from there into the degree programmes. "Researchers enhance their research by talking to com-



panies," says Cranfield's Professor Murray. "It's an enormous benefit to faculty if they are teaching top managers one day, MBA students the next and the next day doing research."

"We're concerned to maintain good relationships with our key clients and understand the work they're doing because it makes our work more relevant," says Professor Bob Galliers, chairman of Warwick Business school in the UK. "We know the agendas for

companies so we can feed that into our research. It's very much either side of the same coin."

Many schools take the view that by getting close to a client they are building a long-term relationship. "We can help companies over a number of years. Our faculty finds that very rewarding," says Ms Ann Sampson Poe, marketing manager for executive education at the Samuel Curtis Johnson graduate school of management at Cornell university.

It also secures long-term revenues. Mr Hogarth acknowledges that one reason the Chicago school moved into the executive education business was that about half its 30,000 alumni lived in the Chicago area but were having to patronise other schools if they wanted refresher courses.

Many schools make a virtue out of the fact that most of their executive courses are now customised. Last year, 48 per cent of the short programmes at the Kenan-Flagler

school at the University of North Carolina at Chapel Hill, for example, were custom courses but the school predicts that by the year 2000 that figure will be 70 per cent.

Elsewhere, however, there is increasing disquiet over the trend and a belief that schools need to maintain a balance in different types of courses. At LBS, for example, the department has decided to limit its number of "custom" clients because of the pressures on faculty time. "We can serve 30

clients well. If we went to 45 clients I'm not so sure that we could serve them so well," says Ms Gay Haskins, director of executive education at LBS. Staff at Insead have reached a similar conclusion.

A further reason for spawning customised courses has been the time it takes to develop them. Whereas 10 to 15 years ago a custom course presented to one company was much the same as that for another - the name on the box changed but little else - the market is now becoming increasingly sophisticated. Ms Haskins reckons that it can take 20 days of development work with a company before the course even starts.

Those schools resistant to the idea of bespoke programmes can take heart: the past year has also seen a tentative resurgence in the demand for open courses - general courses that managers from any company can attend. This is seen by business schools largely as a demand from individuals for the security of portable qualifications that can be taken from company to company - the natural result of the cost-cutting and redundancies of recent years.

Just as the demand for certain types of course structure changes so does the choice of topics studied. Gone are most of the courses with the word "change" in the title; managing change it would seem was a topic for the early 1990s. Also consigned to the waste bin are many courses on brand strategy. And marketing appears to be less in demand.

The buzz phrases for the late 1990s look set to be "creating world-class capabilities" and "capitalising on knowledge", not to mention "leadership". "Leadership is everywhere," concludes Ms Haskins.

A central plank of leadership courses are personal management and behavioural skills, which are proving increasingly popular in many of today's short courses, along with programmes that break down walls between particular management functions. Such "soft" skills are seen as one of the big growth areas. "It's not the touchy, feely wild stuff," says Professor Murray. "It's all about personal effectiveness."

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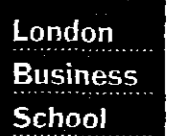
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IV EXECUTIVE EDUCATION



Covering the waterfront: the IBM facility at Eversley, Hampshire, is developing a full range of programmes with Manchester Business School

Alternative approaches/the IBM business school: by Tim Dickson

In-house unit expands

A look at what IBM's training facility offers to both internal and external managers

The profile of the best international business schools may have grown substantially in recent years, but the biggest slice of the management education market can be found inside large companies.

IBM UK is a case in point. Over the past 10 years the giant computer company has built up its own facility at Eversley, Hampshire, which now provides training for other businesses as well as serving its own staff and customers. IBM Business School, as the unit is known, boasts a full time teaching department of 18 people, at least three times that number of occasional lecturers with a "kaleidoscope" of different skills, and an annual budget of £8m.

The school has played an important part in IBM's own business transformation in recent years. "We started off providing support skills for our field sales staff," explains Mr Geoff Berridge, the school's head. "But we developed as the company needed to invest in new competencies, change its culture, and expand into new business areas."

Mr Berridge says that there is a particularly strong emphasis on consulting, marketing and project management - activities that reflect today's leaner, more service-oriented IBM. Programmes run "for a

few days or many days" and, in a single year, 5,000-6,000 people - ranging from senior managers to new graduate recruits - can pass through the Eversley doors.

Another area where the IBM business school reckons it has strong expertise is the link between business and information technology strategy. Open programmes are frequently run for the company's customers with an emphasis, according to the executive consultant, Mr Jack Sherwood, on "how the CEO can drive technology to the company's benefit".

Mr Sherwood says IBM "can

Companies approach IBM for custom-built courses

do the classic Michael Porter stuff on strategy if necessary", but IT delivery is usually the key. He acknowledges that the company is sometimes perceived as self-interested, but emphasises that the school consciously distances itself from IBM's own marketing.

IBM has worked with Southampton University Management School and Henley Management Centre - but last year it established a more formal link with Manchester Business School "to develop a full range of marketing and management development education". Part of the motivation is to offer high fliers a "business view" as well as a "skill specific view"

through participation on the company's specially tailored MBA course.

IBM "students" who gain the marketing diploma (taught by the Chartered Institute of Marketing) receive a credit for the modular programme, whose first intake starts work this month. "Doing this obviously requires a commitment of evening and weekend time, from individuals and their business managers," says Mr Berridge, adding that IBM would like to combine forces for the MBA with another blue-chip company. The three-year programme is initially teaching intensive, but is followed by a research and writing phase that links back into the manager's work with the company.

IBM UK's business school has recently become part of the group's worldwide education and training business, whose headquarters is based at La Hulpe, outside Brussels. The idea is to pursue an integrated company-wide strategy in this area, against the country-by-country approach that has tended to prevail in the past.

Besides providing programmes for IBM's own employees - on a cost recovery basis - the IBM Business School believes there is potential to sell its service to more external clients. Non-IBM people can attend open programmes, but it is more usual for companies to approach IBM as they would any other business school and ask it to design a custom-made programme. "They are often com-

panies like us, selling products with a high unit value in highly competitive markets, and operating close to the boardroom of their customers."

One such company is Visa, which has a wide range of sophisticated products to market to members of the Visa network. Because of the complexity of these products, Visa sales staff have been highly trained in terms of technical knowledge and product understanding. It became clear, however, that staff needed more specialised sales and communication skills. "The nature of the business means that people often come into sales from other parts of the organisation," explains Mr Derrick Ahlfeld, human resources director of Visa International. "They rarely have experience of professional sales techniques and we recognised that there was a skills gap that had to be bridged."

Besides price and flexibility, Visa was attracted by IBM's background in this area. The two partners developed Visa-specific role plays and a special Visa case study, and held the 17 days of training in four residential modules over a period of several months.

Mr Berridge acknowledges that most of IBM's programmes are specific to business activities - with an emphasis on influencing the client in consultancy training, for example, and on risk techniques in project management. Other issues are injected but the MBA programme, he says, "is where the connections are made explicitly".

Alternative approaches/the Disney University: by Della Bradshaw

Lessons from Uncle Walt

Why English Lake Hotels spurned traditional schools in its quest for a new service ethos

Although Lake Windermere, in the heart of the English lake district, has been the home of many of Britain's most famous writers and artists, it is not their influence that determines the cultural flavour of the service offered at some of the local hotels.

At the four English Lakes hotels that surround Windermere, the mode of hospitality has been firmly moulded by Florida sunshine rather than Wordsworth's English countryside, and by Mickey Mouse rather than Beatrix Potter's Peter Rabbit or Jemima Puddleduck.

The decision to go to the Disney University in Orlando to develop a service culture for the hotel and conference group was taken by English Lakes Hotel's marketing director, Mr Simon Berry. He wanted to do away with the "us and them" culture that existed between the management and the rest of the staff - waitresses, porters and chamber maids - and so increase morale.

Son of the managing director of the family-owned business, which also runs a hotel in nearby Lancaster, Mr Berry scoured British business schools and colleges for appropriate courses. But, he says, drew a blank.

"We wanted to develop a service culture that was not academic but practically based," says Mr Berry, who himself trained as a chef at the Savoy. Disney, he says, was "practising, not just preaching" a service ethos.

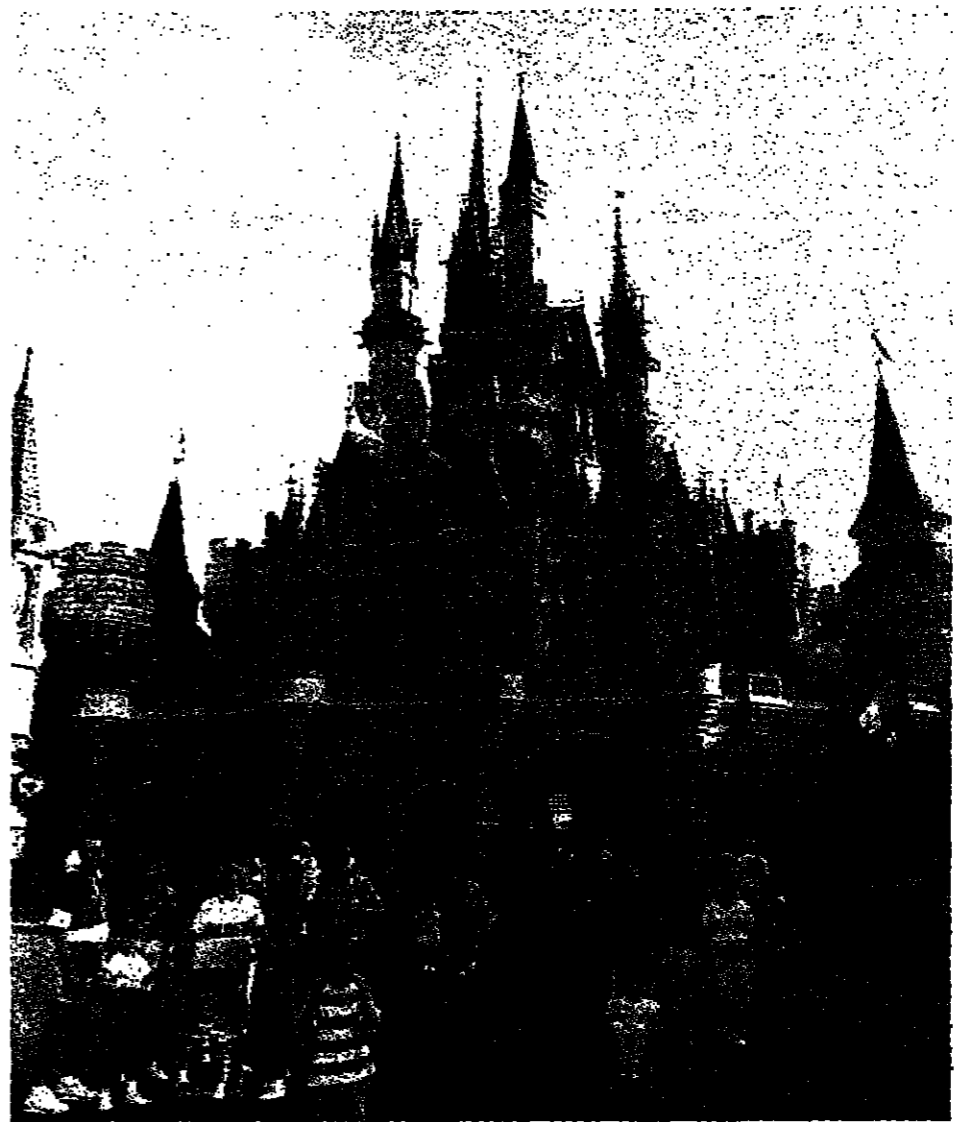
In September 1994 he and three other directors from the operations side of the business boarded the aeroplane to Florida for a four-day course in the "Disney approach".

Although the practices learned had to be stripped of their peculiarly American flavour and then adapted to the specific needs of his company, Mr Berry believes that there have been many tangible benefits.

"We came back and developed a cultural approach to quality rather than a systematic approach to it," he says.

The Disney University professional development programmes are just one example of in-house training programmes that have been adapted and sold for external consumption. Motorola, the US electronics and communications company, for example, which spends \$170m a year on training, most on in-house programmes, has opened some of its courses to outsiders. In particular, Motorola trains its suppliers and other associated companies. Like Disney, it has decided to dub its training facility a "university".

The computer company IBM, which, again, has invested heavily on in-house training,



Tower power: Disney World is said to have a lot to teach managers about staff relations

has also opened its doors to non-IBM staff.

Since Disney University began its management training programme 10 years ago, some 35,000 business people have studied topics such as people management, quality of service and leadership there. The company's latest course combines the best of two of the

Other recruits are from industries such as banking and insurance

longer courses in a two-and-a-half day programme designed specifically for busy senior managers who may not have the time for longer courses.

Surprisingly, it is not just hotel or restaurant chains that want to learn the secrets of the Disney customer culture. The latest recruits to heat a path to the door of Disneyworld are from industries such as healthcare and banking and insurance, all eager to brush up on customer relations.

As well as the traditional seminar and lecture approach to training, managers are taken behind the scenes at

Walt Disney World in Florida to see how the theme park is managed and to soak up the culture. In particular, participants are shown how the "cast" members - the name given to all employees, from cleaners to tour guides - are employed and trained. There are 37,000 "cast" members in Florida alone.

For those who see such courses as promoting cultural piracy of the worst kind - all plastic smiles and artificially lifting voices - Mr Berry counters by pointing to the benefits his company has gained. Much of what the managers learned on the course, he says, were things that were already at the back of their minds, but had not yet been articulated. One "quite phenomenal" thing the company took on board, says Mr Berry, is that 90 per cent of good ideas in a company come from the bottom 10 per cent of the workforce.

To break down the barriers between managers and the rest of the staff, and to encourage the flow of ideas, Mr Berry introduced a two-day training course for all of the 280 full-time and 50 part-time staff over a six-week period.

Whereas previously staff were given minimal training, all new recruits are now sent on a

one-day course. Mr Berry has also just introduced the first company conference, which was run as a three-hour game show. "It was great fun. One thing we learned from Disney was that things must be entertaining," he says.

To improve communications, a newsletter, written by the staff, has been launched. Quality circles have also been set up in each hotel to analyse the work of each department and make suggestions about how things could be improved.

There has been no shortage of ideas to improve revenue flows. At one hotel, for example, the dining room that overlooked the lake was freed up to serve morning coffee and afternoon tea by not setting the tables for formal meals during the day.

At another hotel, wine sales were increased by recommending certain wines to go with certain dishes on the main menu.

Not surprisingly, Mr Berry admits that the hard part of the exercise was developing the communications between staff in order to identify and implement the ideas. In good Disney style, he acknowledges, "it doesn't happen with picnic dust".

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INTERNATIONAL COMPANIES AND FINANCE

EUROPEAN NEWS DIGEST

BolsWessanen falls in line with forecast

BolsWessanen, the Dutch food and beverages group, said net profits before extraordinary items fell 20.2 per cent to FF202.9m (\$122.1m) in 1995, in line with a forecast made in July. The dividend is to be left unchanged at FF1.28 a share. The decline was the result of a combination of factors, including higher interest charges, the guildler's strength and the absence of earnings from the sales of trademark rights. Operating results were also hurt by lower cheese sales in Italy and the cost of launching the group's new cheese brand Landana in Germany and the Netherlands. In the US, faltering sales of frozen yoghurt caused a drop in operating profit in the dairy sector.

Navigation stake 'not for sale'

Consortium de Réalisation, the holding vehicle for assets being sold off by Crédit Lyonnais, the French state-owned bank, said yesterday it did not plan to sell its stake in Navigation Mixte, the holding company. The decision will complicate the takeover bid launched by Navigation Mixte this month by Paribas, the French financial institution, which has increased its stake from 30 per cent to more than 50 per cent and launched a bid for the remaining shares at FF800 each.

Mr Michel Rouger, head of the Consortium, told Agence France Presse last night he would not sell the shares to Paribas because he said, as a general rule, CDR would "not sell its assets at whatever price, anyhow and at any moment". Mr Rouger is responsible for a 15 per cent stake in Navigation Mixte originally acquired by Crédit Lyonnais. If he continues in his stance, it will be harder for Paribas to take control of the group and restructure it or to sell off its assets.

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APV, the state privatisation agency, said yesterday it had invited 15 hotel groups and financial investors including CS First Boston, J.P. Morgan and Schroders to enter bids by late April. Financial investors may only bid as part of consortia with strategic partners.

The Forum, which is managed by Intercontinental, was formerly the flagship hotel in the HungarHotel chain which came close to privatisation last year. The hotel, on the banks of the River Danube, was subsequently hired off in the belief it would fetch more if sold separately. It had a 60 per cent occupancy rate last year and made a pre-tax profit of FF700m-FR800m (\$4.9m-\$5.6m) on revenues of about FF2.1bn, APV said.

Henkel makes offers in India. Henkel, the German consumer goods and chemicals company, has made an offer to buy out two companies controlled by Shaw Wallace - Calcutta Chemical Company and Detergents India. Shaw Wallace, controlled by the Dubai-based Jumbo group, is India's second largest liquor manufacturer. It also makes and markets consumer products, through Calcutta Chemicals and Detergents India.

Standard Chartered Bank, manager of the sale offer, said Henkel made its offer through its Indian associate SPIC Fine Chemicals. It said SPIC Fine proposed "to acquire 649,234 equity shares of Rp10 each, representing about 31.15 per cent of the voting capital of Calcutta Chemical".

Swiss Re eyes Asian markets. Swiss Re, the world's second biggest reinsurer, said yesterday it would invest heavily to increase its presence in Asia's booming insurance markets.

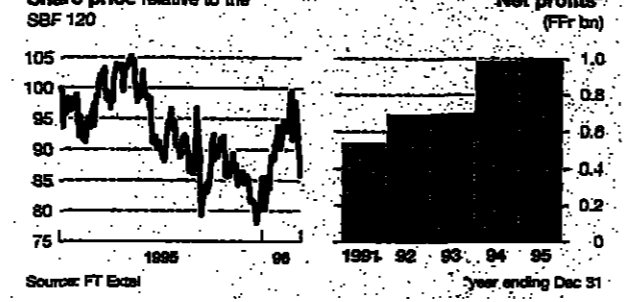
Mr Hermann Heftli, head of the Zurich-based group's Asia-Pacific department, said it aimed to derive 25 per cent of its gross premium income from Asia by 2000, compared with 10.4 per cent in 1994. Swiss Re had total assets of SF742.5bn (\$55.3bn) at the end of 1994. Mr Heftli said the company could not afford to miss out on the dynamism of Asia, whose reinsurance industry, excluding Japan, is expected to grow at 8.5 per cent a year until 2005, against a world average of 3.4 per cent.

Playing the nationalist card

Fears that De Benedetti's controlling stake in Valeo could be sold to a foreign buyer have prompted French carmakers to close ranks

Valeo, the French automotive components group, now seems to be "in play". Rumours that Mr Carlo De Benedetti wants, or needs, to sell his controlling 27.7 per cent stake - held by Cerus, his French holding company - to finance other interests are being taken seriously. The Italian industrialist last week denied that he had made any decision to sell his Valeo shares, but confirmed he had asked his bankers to carry out a strategic review of his assets. The fear that Mr De Benedetti has a Valeo sale in mind led Renault and Peugeot to put on a rare show of unity at last week's Geneva Motor Show. They warned that if Valeo were to fall into the hands of a rival car manufacturer or of a foreign component supplier, they might take their business elsewhere.

In characteristically blunt fashion, Mr Jacques Calvet, the Peugeot president, said: "I will do everything to ensure that Valeo stays French," and warned if he did not like who ever might buy the Cerus stake. "I would progressively halt my purchases from Valeo". Mr Louis Schweitzer, the Renault president, issued the same warning in more veiled language. Their two groups still account for 30 per cent of Valeo's sales - more if spare parts are included.



Refusing to comment on the possibility of a Cerus sale, Mr Goutard has only praise for Mr De Benedetti's past role. "He has been a determined shareholder, and thanks to the stability of his shareholding, Valeo has been able to pursue its international and technological strategy."

The dilemma for Valeo is that if Mr De Benedetti were to put his shares, currently worth about FF6bn (\$1.2bn), on the stock market or sell them to institutional investors, the group would preserve its prized independence from car manufacturers or other component makers. But Mr De Benedetti is likely to want to get the premium that only those directly involved in the industry are probably ready to pay. The prospect of a large chunk of Valeo coming up for sale represents a once-in-a-lifetime opportunity, particularly for non-European companies, to get a substantial slice of a European market.

Valeo has come a long way since 1988 when Mr De Benedetti bought into the group - which was then losing FF400m a year. He installed Mr Noel Goutard as its chairman and chief executive at the start of 1987. Sales have since increased from FF10bn to FF25bn last year, when Valeo recorded a FF1bn net profit. Tenth in the world in 1994, Valeo has become the world leader in clutches and engine cooling systems, and European leader in car lights and signalling, air conditioning and locking systems.

Valeo has played its part in this restructuring, spending between FF200m and FF500m a year on acquisitions, and Mr Goutard evidently wants to continue this role as an independent. Valeo claims its credibility lies in its independence, giving its clients confidence that the confidentiality of their projects, which can take four



Carlo De Benedetti: united Peugeot and Renault in fear of a sale.

or five years to develop, will be respected. Clearly, a sale to a company like Delphi would be the least acceptable to Valeo's two main French clients, who would have more power than the Valeo management itself to shape the outcome. There is a measure of bluff in the Renault-Peugeot threat to switch purchasing, which could not be done totally or quickly. But the two French companies are in a position to influence the choice of any buyer for the Cerus shares.

A sale to Bosch, the European market leader, is probably not feasible because the European Commission might block such a move on antitrust grounds, while Siemens, with which Valeo has a joint venture in air conditioning, seems keen to keep its money for telecommunications investments. In theory, Renault and Peugeot could provide their own "French solution" by splitting

David Buchan

Millicom tumbles to losses of \$29.9m at full-year stage

Millicom International Cellular, a Luxembourg-based cellular phone operator, saw losses of \$10.4m at the halfway stage in 1995 rise to \$29.9m for the full year. The loss per share was \$0.83 compared with earnings of \$0.33 last year when the disposal of an investment raised \$36.1m. Excluding post-tax gains, net losses widened from \$15.7m in 1994 to \$31.6m in 1995. Revenues, however, were 61 per cent ahead at \$131.38m compared with \$81.37m in 1994. Cellular operating profits before depreciation and amortisation rose 63 per cent to \$39.27m compared with \$24.1m because of improved contributions from the com-

pany's Latin American operations. The company's continuing losses are chiefly the result of heavy investment to meet demand for cellular services, especially in Asia and Latin America. The company noted: "The increased loss reflects the significant investment undertaken in network development worldwide and the correspond-

ing increase in interest expense. The number of subscribers worldwide rose 111 per cent to 251,277; net new subscribers in the last quarter of 1995 were a record 43,470. The three largest contributors to the cellular operating profit were operations in Paraguay, Guatemala and El Salvador. Belgian Kredietbank is poised to reveal plans for its units HSA and Sparkrediet, the bank said yesterday. Renter reports from Brussels. It declined to comment on a report in Belgian newspaper Gezet van Antwerpen that it plans to merge the two regional savings banks. In the last 18 months, Kredietbank has raised its stake in HSA to almost 100 per cent from 75 per cent, and acquired Sparkrediet.

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to be held at the office of Julius Baer Bank and Trust Company Ltd., Kirk House, Grand Cayman, Cayman Islands, on the 1st day of April, 1996 at 10 a. m.

AGENDA

1. To receive and consider and, if thought fit, adopt the accounts presented by the Directors for the year ended 31st December, 1995 and the reports of the Directors and Auditors.

2. To ratify the acts of Directors.

3. To approve the appointment of Price Waterhouse as Auditors and authorize the Directors to fix the Auditors' remuneration.

By order of the Board
LIQUIBAER Julius Baer U.S. Dollar Fund Limited, P.O. Box 1100, Grand Cayman, Cayman Islands.

A shareholder holding registered shares is entitled to attend, vote and appoint one or more proxies to attend and vote instead of him. A proxy need not be a shareholder of the company.

A shareholder holding bearer shares is entitled to attend and vote. Exercise of these rights in respect of bearer shares will be recognized only on presentation at the Meeting of the bearer certificate or satisfactory evidence of the holding.

Such evidence may be obtained by depositing the certificate with the Agent listed below against written receipt, which must be produced at the Meeting. Copies of the Annual Report including Audited Accounts are available for inspection and may be obtained at the registered office of the Company and from the Agent listed below.

There are no service contracts in existence between the Company and any of its Directors and none are proposed.

Participating shares are listed on the London Stock Exchange and particulars of the Company are available in the Extel Statistical Service.

12th March, 1996

SECRETARY AND REGISTRAR:
Julius Baer Bank and Trust Comp. Ltd. Kirk House, P.O. Box 1100 Grand Cayman, Cayman Islands

AGENT:
Bank Julius Baer & Co. Ltd. Berth Marks House, Berth Marks London EC3A 7NE, U.K. Regulated by the SFA

LIQUIBAER
JULIUS BAER U.S. DOLLAR FUND LIMITED GRAND CAYMAN
A company incorporated in the Cayman Islands with limited liability

DOMUS MORTGAGE FINANCE NO 1 plc
£100,000,000
Mortgage Backed Floating Rate Notes due 2014

In accordance with the conditions of the Notes, notice is hereby given, that for the three month period 8 March 1996 to 10 June 1996 the Notes will carry a rate of interest of 6.475 per cent per annum with a coupon amount of £1,632.88.

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As Agent Bank

INTERNATIONAL COMPANIES AND FINANCE

Fight to the finish in German digital television

Kirch's lead over Bertelsmann in the race to the marketplace may be short-lived, writes Judy Dempsey

Kirch and Bertelsmann, Germany's two largest media groups, last week ended months of speculation when they said they would compete against each other to develop digital television. Both will offer the consumer separate "d-boxes", the set-top box for decoding signals that allows the viewer access to a wide variety of pay-per-view services, from entertainment and home banking to on-line facilities and video-on-demand.

The race into the marketplace has started. The Munich-based Kirch may have a head start on its northern rivals, but this is no guarantee of first place. Much will depend on the kind of challenge posed to Kirch's dominance in providing content by the alliance formed last week between Mr Rupert Murdoch's News Corporation, Bertelsmann, led by chief executive Mr Mark Wössner, and Canal Plus, the French commercial television network.

Much will also depend on what happens to Premiere, Germany's only pay-TV network, which is jointly owned by Bertelsmann, Kirch and Canal Plus. Its 1m subscribers would make a welcome bonus for whoever managed to be the first to launch

digital television in Germany. Despite these unresolved issues, Kirch's technical division, BetaTechnik, is putting the finishing touches to its d-box, intending to start trials in the spring and launch digital television on September 1.

The distribution and marketing strategy is already in place. BetaTechnik will supply the d-box to Vebacom, the telecommunications division of Veba, the German industrial conglomerate, and the Metro Group, one of the country's largest retailers.

Last week, Vebacom and Metro agreed to form a joint venture company to provide all the services needed by audiences receive digital television programmes. These include the process of billing, collection and subscription, management and the sale of d-boxes.

The new company is a coup for Kirch: Vebacom had earlier agreed in principle to join the Multi-Media Betriebsgesellschaft (MMBG), the rival digital television consortium headed by Bertelsmann and Deutsche Telekom.

But Vebacom says it switched sides because "MMBG was progressing too slowly compared with Kirch. It was like a debating club. The technical end of things had not been set up." Another reason



Head to head: the groups led by Mark Wössner (left) and Leo Kirch face a tug-of-war over Premiere

for Vebacom's break with MMBG was that it wanted the chance to carve out a bigger share in the telecoms and television market when Deutsche Telekom is privatised.

Having Metro on board is also a big advantage for Kirch. It has deep pockets. Mr Otto Belsheim, the founder of Metro, which last year had sales of DM74.5bn (\$50.2bn), is a personal friend of Mr Leo Kirch. With a vast network, and variety, of retail outlets throughout Germany, Metro is well placed to distribute the d-box. And with Vebacom, it

will be able to provide the consumer with packages ranging from personal computers and modems to mobile telephones.

"With this joint venture, you see a kind of convergence taking place between telecommunications, retailing and the content providers," says Mr Gottfried Zmuck, a senior Kirch manager.

Kirch, which has one of Europe's largest film libraries, will be the main content provider, but Vebacom insists the new company's services will be avail-

able to all content providers. "It is guaranteed by the company's shareholding structure. It is independent of content providers," says Vebacom.

Kirch officials are just as insistent - despite claims to the contrary by MMBG - that the BetaTechnik d-box will not be limited to one single conditional access system.

"It will be an open system," explains Vebacom. "The decoder will be able to work with various conditional access systems via an interface giving the viewer the chance to choose freely from a wide vari-

ety of programmes and news services, and the d-box will be distributed via satellite and cable."

MMBG, meanwhile, is shrugging off Vebacom's "defection". "We are ready to launch our system in the autumn," says Mr Nikolaus Formanek, spokesman for Ufa, the film and television division of Bertelsmann. MMBG will use a decoding box developed by Seca, the French-based technical company jointly owned by Bertelsmann and Canal Plus.

Whichever group wins the race to launch digital TV, the key to its success will rest with Premiere.

So far, Premiere remains a tug of war between Bertelsmann and Kirch because of the conflict of interests in the channel's shareholding structure. Meanwhile, News Corporation still has its eye on a stake in Premiere as part of its own plans to launch its Europe-wide digital TV network.

Croatian drugs group sets price for equity issue

By Gavin Gray in Zagreb

The international equity issue for Pliva, the Croatian pharmaceuticals group, was priced yesterday at a range of K4,150 to K5,100 a share, valuing the company at between \$415m and \$510m.

The deal, the first international equity offering by a Croatian company, opens today in London with the launch of a roadshow for Europe and the US. The domestic offering will open next week.

Global co-ordinators for the sale are Union Bank of Switzerland - its first big east European corporate finance transaction - and Zagrebacka Banka, a Croatian bank.

Half the stock will be sold internationally in the form of Global Depository Receipts, with 50 GDRs representing one share. At current exchange rates, the GDRs will be priced at the equivalent of \$15.22 to \$18.70. Final pricing will be set on March 28.

Pliva is best-known for its discovery of the antibiotic azithromycin, which it licensed to US group Pfizer in 1986 for sale in the US and western

Europe, where it is known as Zithromax. Pliva uses the name Sunamed for sales in eastern Europe and the former Soviet Union. Worldwide sales of the drug nearly doubled last year, to \$400m.

UBS is sponsoring an application by Pliva for a primary share listing on the London Stock Exchange, which would be the first by an industrial company from eastern Europe.

Pliva will also list its GDRs in London and seek a quotation on the Zagreb stock exchange. The shares are expected to start trading by April 11.

The offering will raise between K622m and K765m for the government, which is selling 30.8 per cent of the company. Its stake will be further diluted to 46 per cent in a targeted capital increase that will bring in the European Bank for Reconstruction and Development as an 11 per cent shareholder.

The Croatian government, the EBRD and Zagrebacka, which is subscribing to one-third of the offering, have undertaken not to sell additional stock for two years.

Sicilcassa staff stage stoppage

By Robert Graham in Rome

Employees of Sicilcassa, Sicily's second largest banking institution, staged a 24-hour stoppage yesterday, pressing for guarantees for the savings bank to be quickly relocated following last week's intervention by the Bank of Italy.

The central bank was obliged to dismiss the board and appoint a special administrator following the discovery of losses believed to be close to L1,200bn (\$78bn) plus a portfolio of loans at risk of at least L4,500bn. Against this Sicilcassa has capital of L900bn.

This is one of the biggest interventions by the Bank of Italy in recent years. Last year Mr Giovanni Ferraro, Sicilcassa chairman, was arrested on charges of alleged improper banking. An important part of the bad loans were extended to businesses with alleged Mafia connections.

The central bank's move also highlights the problems of the

publicly-controlled financial institutions in southern Italy. These have been traditionally run on political and social criteria rather than strict banking rules. As a result they have been hit by a combination of the recession, high overheads and the collapse of the old political system which was frequently linked to organised crime.

Banco di Sicilia, the main Sicilian bank owned by the Sicilian region and the treasury, found itself in a situation not dissimilar to that of Sicilcassa two years ago and is undergoing painful restructuring.

Banco di Napoli, the most important bank in southern Italy and now owned by a foundation, revealed a L1,560bn first-half loss in 1995 following a vigorous Bank of Italy inspection. The bank is shortly expected to announce its full 1995 results with reports that the losses could reach L2,500bn.

Merita
ANNUAL GENERAL MEETING OF SHAREHOLDERS
Tuesday, 19th March 1996
Notice of Annual General Meeting

Shareholders of Merita Ltd are hereby invited to the Annual General Meeting, which will be held on Tuesday, 19th March 1996 at 3.00 pm in Conference Room A of the Helsinki Fair Centre, Ruuska/Suomenkatu 3, Helsinki, Finland.

Agenda:

- The matters referred to in 57 of the company's Articles of Association.
- The proposal of the Board of Directors that the Board be authorized to raise the share capital and issue convertible bonds and/or bonds with equity warrants (dismissing shareholders' pre-emptive right to subscription).

Pursuant to the proposal, the Board of Directors would be authorized for a period of one year from the Annual General Meeting on 19th March 1996 to decide on an increase in the share capital through a new issue in one or several tranches comprising a maximum number of 30 million new A- and/or B-shares, each in the nominal value of FIM 10, on such terms and conditions of subscription as the Board sees fit.

Furthermore, the Board of Directors would be authorized for a period of one year from the Annual General Meeting to decide on an issue of convertible bonds and/or bonds with equity warrants on such terms and conditions of issue or exercise as the Board sees fit so that the resultant maximum increase in the company's share capital is FIM 300 million. The overall increase in the company's share capital on the basis of the aforesaid authorizations would be FIM 300 million.

It is further proposed that when deciding on a new share issue and/or an issue of convertible bonds and/or bonds with equity warrants, the Board be entitled to displace shareholders' pre-emptive right to subscription if this is in the company's interests for weighty financial reasons.

Copies of documents relating to the financial statements and the proposals of the Board of Directors will be available for inspection by shareholders from Friday, 8th March 1996 at the company's head office, Aleksanterinkatu 30, Helsinki, Finland (main entrance, porters' desk). From the same date, copies of said documents will also be sent to shareholders on request. Copies can be requested from the telephone numbers stated below.

Pursuant to 53a:11 of the Finnish Companies Act, shareholders wishing to attend the General Meeting must be recorded in the company's shareholder register at the latest on Friday, 8th March 1996. Also entitled to attend will be shareholders who have the right to participate in a General Meeting of Shareholders pursuant to 53a:2 of the Companies Act. Those attending by virtue of the latter provision will be required to present their share certificates or other evidence that ownership of the shares has not been registered in a book entry account.

In order to attend the General Meeting, shareholders are requested to register with the company no later than 4.15 pm on Friday, 15th March 1996. Registrations may be sent by post to Merita Ltd, 2599 Securities Services, PO Box 84, 00101 Helsinki, Finland, or by telephone: +3580 1654 0631, +3580 1654 0632 or +3580 1654 0633, from Monday to Friday 9.15 am - 4.15 pm, Finnish time. Written notice of attendance must arrive prior to the expiry of the registration period. Proxies of shareholders wishing to exercise their right to vote at the General Meeting should be posted to the above address within the registration period.

Helsinki, 14th February 1996
BOARD OF DIRECTORS

European Investment Bank
Italian Lira 200 Billion
Floating Rate Notes
due March 1996
Notice to the Holders

Notice is hereby given that the Notes will carry an interest rate of 9.3125% per annum for the period 07.03.1995 to 03.03.1996.

- ITL 240,573 per ITL 5,000,000 nominal
- ITL 2,405,729 per ITL 50,000,000 nominal

Luxembourg, March 12, 1996

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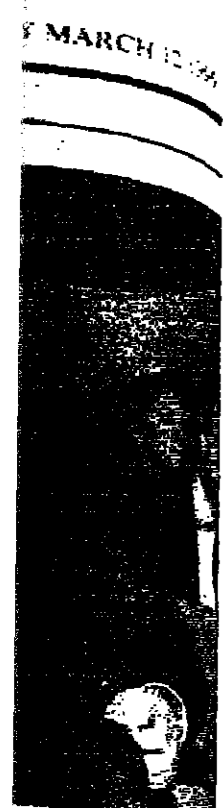
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INTERNATIONAL COMPANIES AND FINANCE

Microsoft, Intel to develop Internet conferencing

By Louise Kehoe in San Francisco

Microsoft and Intel are jointly developing technology which they say will make video, voice and data conferencing via the Internet as commonplace as a telephone call.

The world's largest software and semiconductor suppliers said the technology would be available later this year and be based on established communications standards.

Among the companies supporting the development is

Netscape Communications, the leading supplier of Internet browser software, which earlier announced plans to incorporate its own video, data and audio conferencing software in a future version of the Netscape Navigator program.

Enhancing communications via the Internet could be a significant challenge to telecommunications companies, analysts said. For the cost of a local telephone call, Internet users will be able to hold voice or video conferences in most parts of the world.

The developments "will fundamentally change the model of communication on the Internet", said Mr Frank Gill, Intel senior vice-president. "Businesses will reach consumers with both information and personal services. Families, interest groups and friends will use... video telephones to communicate."

The news was one of several Internet-related announcements from Microsoft and Netscape yesterday, as the two race to establish leadership in the rapidly growing market

for Internet software.

Microsoft also launched an add-on program for Windows 95 designed to simplify the use of ISDN telephone lines, which reduce the time it takes to download graphics from the Internet and will be an essential element of new communications features.

Separately, Microsoft announced an agreement with DirecTV, a satellite broadcasting service owned by Hughes Electronics, to enable PCs to receive digital video programming. DirecTV subscribers

with suitably-equipped PCs will be able to access new data services as well as television broadcasts. These will include selected Internet content, multimedia magazines and other data subscription services.

Netscape also announced marketing agreements with America Online and CompuServe, the two leading online information services. Subscribers to these services - currently about 10m - will in future be offered use of Netscape's Internet browser software.

Netscape is attempting to forge similar arrangements with all leading online services and Internet access providers. Microsoft, however, is doing the same and the Netscape agreements with AOL and CompuServe are non-exclusive.

AT&T, meanwhile, announced an agreement with America Online to provide new subscribers to its WorldNet Internet service with access to the online information service. AT&T is also in talks with CompuServe about a similar arrangement.

Recovering its faded image as the bulldog breed

After a decade of decline Mack trucks are back on the road to prominence, reports Haig Simonian

The phrase "built like a Mack Truck" has entered the American vocabulary as a description for robustness and reliability.

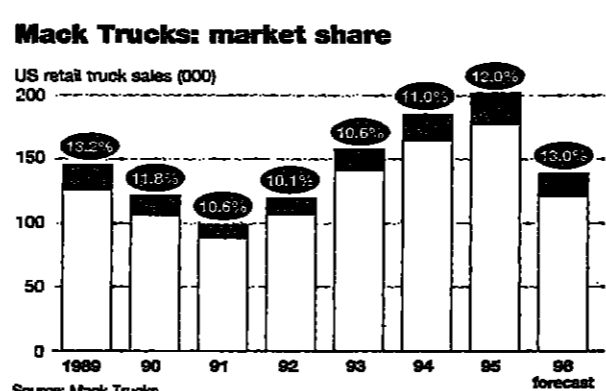
Since being dubbed the "Bulldog" by allied troops in Flanders during the first world war, the image stuck through America's boom years, when Mack tipplers could be found at every big building site from the Boulder Dam to the New York subway system.

Mack, if not a roaring success, is no longer a basket case. Buoyed by the recovery in the US truck market - especially in the heavy Class 8 vehicles of more than 15 tonnes in which it specialises - it lifted sales 7.4 per cent in 1995.

The company also regained some of the market share it lost during its worst years. Mr

However, Mr Jocu says it is trading profitably now after years in the red. Long-overdue rationalisation and cost cutting, combined with US economic recovery, have been the reasons.

But the task now, says Mr Jocu, is to solidify Mack's tentative recovery. He wants to decouple the company, among the smallest - and therefore most vulnerable - US truck-makers, from the notoriously cyclical US heavy truck market. In the past five years, demand has moved from a trough of just 92,000 units in 1991 to a peak of 202,000 last year. The outlook for this year is poor, with forecasts of a 30 per cent plunge in demand.



dominate the business that it is a serious player, argues Mr Jocu.

He recognises, however, that growth will be painstaking. To win the confidence of new customers from outside Mack's traditional bastion in the north-eastern US, the company must improve its coverage in the west and the south, where it is under-represented and its market share is below average.

That means redistributing its dealer network towards the west. More balanced coverage is vital to win the confidence of America's myriad independent hauliers.

Unlike other US truck-makers, Mack is a vertically integrated operation, building its own engines and gearboxes. In spite of the much greater reliability of such components today, independent truckers are extremely reluctant to buy vehicles unless a manufacturer has the dense dealer network, seen as essential in case of a breakdown.

Mr Jocu's other way to reduce Mack's dependence on the domestic market is by expanding sales abroad. Mack already has a sizeable operation in Australia, where it ranks second in sales of heavy trucks, and it also assembles vehicles in Venezuela and New Zealand.

Mr Jocu would like to spread the net to Mexico and Brazil, where buoyant long-term demand is forecast. Although the new plants would be joint ventures with local partners, most supplies would come from the US, helping to iron out the swings in the home market.

Mr Jocu will not reveal how the negotiations are going.

Some observers are sceptical about his plans, as Mack has talked about Mexico before. However, Mr Jocu says the latest talks are much more serious.

As the engineer who made his name raising the quality of Renault's cars in Europe, people are paying more attention this time.

Mack, if not a roaring success, is no longer a basket case

Pierre Jocu, the chief executive brought in from Renault in March 1995, accepts the company will never regain its peak sales of 1979, when almost one Class 8 truck in five sold in the US was a Mack. However, last year's respectable 12 per cent market share represented an improvement from 10.1 per cent in 1992.

Mack's earnings are harder to judge, as its figures are buried in Renault's group results.

But the task now, says Mr Jocu, is to solidify Mack's tentative recovery. He wants to decouple the company, among the smallest - and therefore most vulnerable - US truck-makers, from the notoriously cyclical US heavy truck market. In the past five years, demand has moved from a trough of just 92,000 units in 1991 to a peak of 202,000 last year. The outlook for this year is poor, with forecasts of a 30 per cent plunge in demand.

That means Mack will need to reduce its break-even point even further to stay on track to meet Renault profitability targets. The aim, says Mr Jocu, is to remain profitable selling just 14,000 vehicles - compared with a break-even of 20,000 units today.

That is the lowest level to which production is expected to sink, based on a 12 per cent share of the US Class 8 market and a slump in demand to 120,000 units.

Mack still has a long way to

AMERICAS NEWS DIGEST

Berkshire Hathaway outperforms index

Mr Warren Buffett's Berkshire Hathaway outperformed the S&P 500 index for its 15th consecutive year in 1995. The insurance and investment group increased its per-share book value by 43.1 per cent to \$14,496 during 1995, compared with a 37.6 per cent return from the S&P 500 index, including dividends.

The group's performance during the year was helped by large holdings of stocks such as Coca-Cola and Gillette, which outperformed the market, and of Capital Cities/ABC which received a takeover bid from Walt Disney.

Berkshire Hathaway shares fell \$100 to \$36,900 in early trading yesterday, after a \$900 fall in Friday's market slump. However, they have risen from \$31,700 since mid-February when Mr Buffett proposed a "do-it-yourself stock split" which would allow investors to divide each share into 30 B shares, so reducing the heavy share price. The plan has to be approved by shareholders at the annual meeting in May.

Earnings from the group's operations, including the insurance activity, the manufacturing, retailing and publishing businesses, fell slightly from \$606m to \$600m over the year. The group realised an investment gain of \$125m after tax, compared with \$61.1m in 1994, but said this figure had no predictive or analytical value. Investment gains taken in any year depend on the timing of sales.

That left net earnings up from \$495m in 1994, after a \$178m write down of the group's holding of USAir preferred stock, to \$725m. Earnings per share were lifted from \$428 to \$611.

Total shareholders' equity rose by 45 per cent to \$17.2bn. During the year the group issued nearly 10,000 shares in connection with two acquisitions, adding 1.3 per cent to the number in issue.

Maggie Urry, New York

WR Grace sells water arm

WR Grace, the US chemicals and healthcare group, has sold its Dearborn water treatment subsidiary to a rival US water treatment company, Betz Laboratories, for \$632m. Grace, which has undergone a change of management in the past year, had put the business up for sale as part of a wider corporate restructuring.

Betz, a quoted company based in Pennsylvania, said it expected cost reductions of \$40m to \$50m from the merger, and that earnings should be increased within 18 months as a result. Dearborn has sales of \$400m and Betz about \$800m.

Both companies specialise in producing chemicals to treat industrial water. Betz claimed the two were complementary, since it has 72 per cent of its sales in the US, while Dearborn has only 30 per cent. Combined non-US sales would be 45 per cent of the total.

Grace said the proceeds of the sale, together with a payment of \$2.3bn due on the merger of its healthcare business with Fresenius of Germany, would be used to repay debt and buy back up to 30 per cent of its stock. Grace is under particular pressure to perform at present, having just turned down a bid approach from its smaller rival Hercules.

Betz's shares fell \$1 to \$42 1/4 in early trading, valuing the company at \$1.2bn. Grace's shares fell 3/4 to \$78 1/4.

Tony Jackson, New York

CTC poised to announce merger

CTC, Chile's biggest telecoms company, is expected soon to announce the merger of its cellphone business with the cellphone operations of a smaller rival, VTR, jointly owned by the Lincic interests and US telephone company Southwestern Bell.

The new joint company would be held 55 per cent by CTC, and 45 per cent by VTR. It would operate all wireless telephony operations for the two partners.

Neither company would comment. But Mr Felipe Bosselin, chief analyst at stockbrokers Larrain Vial, commented that the merger would bring clear benefits for both companies if it helped them avoid over-investment.

Total sales for the four companies with cellphone operations were worth \$260m last year, and there were 200,000 customers throughout Chile. But the government is about to award three licences for personal communications systems, based on digital networks which offer better transmission quality and range.

The PCS licences will be for nationwide coverage, while the cellphone licences give the concession for either the Santiago-Valparaiso region or the rest of the country. CTC holds the concession for the capital, while VTR operates in the provinces, so combining their networks makes sense.

Imogen Mark, Santiago

All of these securities having been sold, this announcement appears as a matter of record only.

4,358,182 Shares

BAN

Baan Company N.V.

Common Shares
(par value NLG .02 per share)

1,075,000 Shares
This portion of the offering was offered outside the United States by the undersigned.

Goldman Sachs International
Morgan Stanley & Co. International
Cowen & Company
UBS Limited
ABN AMRO Hoare Govett

HSBC Investment Banking
Indosuez Capital

3,283,182 Shares
This portion of the offering was offered in the United States by the undersigned.

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Morgan Stanley & Co. Incorporated
Cowen & Company
UBS Securities LLC

A.G. Edwards & Sons, Inc. Hambrecht & Quist LLC PaineWebber Incorporated
Robertson, Stephens & Company LLC ABN AMRO Securities (USA) Inc.
Arnhold and S. Bleichroeder, Inc. Furman Selz LLC Josephthal Lyon & Ross Incorporated
SoundView Financial Group, Inc. Stephens Inc. Wessels, Arnold & Henderson, L.L.C.

March 1996

All of these securities having been sold, this announcement appears as a matter of record only.

8,712,327 Shares

Santa Fe Energy Resources, Inc.

Common Stock

LAZARD FRÈRES & CO. LLC
MORGAN STANLEY & CO. Incorporated
SALOMON BROTHERS INC.

BEAR, STEARNS & CO. INC. CS FIRST BOSTON ALEX. BROWN & SONS Incorporated
CHEMICAL SECURITIES INC. DEAN WITTER REYNOLDS INC. DILLON, READ & CO. INC.
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COMPANY NEWS: UK

Laporte drops to £24m after exceptionals

By Motoko Rich

Laporte, the speciality chemicals company, is to cut its head office staff by 40 per cent as part of a restructuring programme that should add more than £10m (£15.3m) a year to profits from 1997.

Mr Jim Leng, announcing his first results as chief executive, said the group would be making about 300 employees redundant this year, 80 of them from the group's head office in Luton.

Rugby falls and plans restructure

Rugby Group is to build a £100m (£153m) British cement works and to sell non-core subsidiaries as part of a wide-ranging re-organisation of its UK, Australian and US businesses, writes Andrew Taylor.

cent to £1.08bn. Excluding the impact of acquisitions, underlying sales rose 8 per cent. Mr Leng said the speciality organics division, which generated 18 per cent of profits, delivered a disappointing performance in the second half, with profits down nearly 50 per cent due to de-stocking.

The absorbents and pigments division and the compounds and electronic materials businesses delivered strong performances. Profits in the adhesives, sealants and coatings division were virtually unchanged at £17.2m, while the surplus in the hygiene and process businesses fell 23 per cent.

On 1996 pre-tax profit forecasts of £122m, the shares are trading on a p/e of 15.6, about a 10 per cent premium to the market. Turnover rose nearly 11 per cent to £1.08bn.

Let's call the whole thing off

Alan Cane looks at why BT and C&W hung up on their merger talks

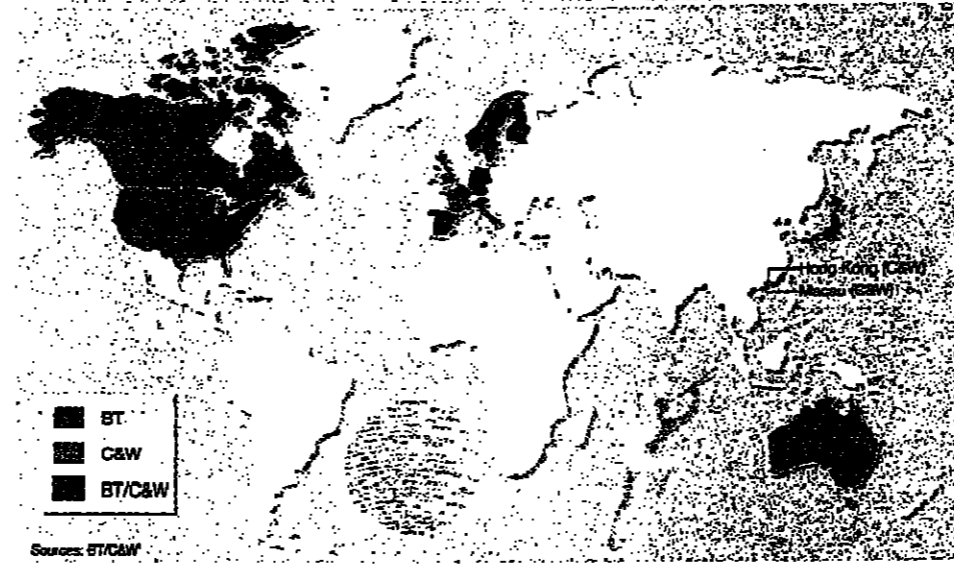
A merger of British Telecommunications and Cable and Wireless, the UK's largest and second largest telecoms companies respectively, would have created an international operator with complementary skills and global reach.

It would also have brought to the surface a plethora of regulatory, competitive and logistical problems seeking clever solutions, not least of which is the "poison pill" represented by Hongkong Telecom.

A bid for C&W, if successful, would require buying out the minority shareholders of the Hong Kong group, raising the price from its present market capitalisation of about £1.0bn to about £1.8bn: a price that BT would not have been prepared to countenance.

BT approached C&W in November last year. It was not the first time the two companies had discussed an alliance of some kind. In the information technology business, there is a continuous round of discussions with rivals and potential allies, as companies jockey for position.

C&W and BT's global coverage



Mercury Communications misses competition target

If BT had been able to conclude a merger with C&W, one of its first tasks would have been to find a buyer for Mercury Communications, in which C&W has a 80 per cent stake.

UK telecoms has since been opened up to any company which can qualify for a licence, but competition is still rudimentary. It is inconceivable that Mr Don Cruickshank, the telecoms regulator who is keenly anxious to encourage a competitive market, would allow Mercury to be taken over by BT.

BT, moreover, is anxious to hold and extend its lead in providing "end-to-end" services to international customers through Concert, its joint venture with MCI. The operation is losing money, but has lashed a blue chip list of customers.

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BT, moreover, is anxious to hold and extend its lead in providing "end-to-end" services to international customers through Concert, its joint venture with MCI. The operation is losing money, but has lashed a blue chip list of customers.

LEX COMMENT UK results

The UK results season shows corporate Britain in good health. The three dozen large industrial companies which have reported so far have increased their underlying profits by an average of 28 per cent.



Consumer stocks, like retailers, have some of the best prospects as tax cuts and building society handouts feed into peoples' pockets. Lower interest rates will also help smaller companies, which are more dependent on the domestic economy.

Asia growth helps Spirax rise 25%

Spirax-Sarco Engineering, the Cheltenham-based steam equipment specialist, recorded a 25 per cent jump in pre-tax profits to £2.1m (£60m) in 1995, helped by favourable world economic conditions.

Spirax is setting up a subsidiary to develop its business in mainland China. It did not expect conditions to be quite so helpful. "There are concerns over the French and German economies. We haven't seen much sign of a slowdown yet, but then we are a late-cycle business."

Sophus to retain Rentokil

Sophus Berendsen, the Danish majority shareholder in Rentokil, said yesterday that it would not sell shares in the industrial services group for at least five years, writes Geoff Dyer.

Meanwhile, in response to BET's first defence document, which was published on Sunday, Mr Clive Thompson, chief executive of Rentokil, denied that Sophus would face a serious conflict of interest as a result of a takeover.

Table with 4 columns: Year Ended December 31, 1994, 1995, 1994, 1995. Rows: Net Sales, Gross Profit, Selling and marketing expenses, Administrative and general expenses, Operating income before interest, Other income, other expenses, taxes and minority interests, Net income.

QUILMES INDUSTRIAL S.A. (QUINSA) 84 Grand-Rue, L-1660 Luxembourg. Tel: (352) 47 38 84/85 - Fax: (352) 22 60 56. Quilmes Industrial S.A. ("QUINSA"), is a Luxembourg based holding company which controls 85% of Quilmes International (Bermuda) Ltd. ("QIB"), Bescan Brunsviken N.V. ("Bescan") owns the other 15% share of QIB and provides services of technical assistance to the operating companies.

QUINSA is the largest beer producer in Argentina and in the combined Southern Cone market of Argentina, Chile, Paraguay and Uruguay. QUINSA's consolidated net sales totalled \$747.6 million in 1995, of which \$632.2 million, or approximately 79.3%, was attributable to sales of beer and \$115.4 million, or approximately 15.6%, was attributable to sales in Argentina. QUINSA is also the leader in the soft drink market in Paraguay, where it bottles and distributes the soft drink products of Coca-Cola in most of the country, accounting for \$111.9 million, or approximately 14.0% of consolidated net sales for 1995.

Cost rises leave Vita 28% lower

"Unprecedented" raw material price rises and weak consumer demand in some markets resulted in a 28 per cent fall in pre-tax profits to £35.7m at British Vita, the speciality foam and fibre group.

Mr Jim Mercer, head of European rubber and plastics operations, will replace Mr Sellers at the annual meeting on April 17.

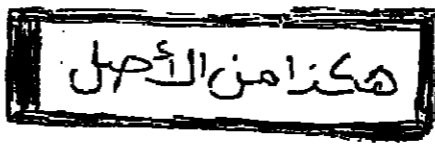
Fairey shares slip despite 33% rise

Fairey Group, the acquisitive industrial electronics and specialist engineering company, maintained its strong growth record with a 33 per cent rise in pre-profits last year.

Table with columns: Turnover (£m), Pre-tax profit (£m), EPS (p), Current dividend (p), Date of payment, Dividends corresponding dividend, Total for year, Total last year. Rows: Automated Security, British Vita, Cals, Corbass, DCS, Domestic & General, Fahey, Forward Tech Intl, Hubbard & Co, Ilford Select, Laporte, Lloyds, Omnistar, Partco, Pesticide, Performance, Redrow, Refuge, Rezborn, RPS, Rugby Group, Spirax-Sarco, Suter.

COMPAGNIE IVOIRIENNE POUR LE DEVELOPPEMENT DES TEXTILES. République de Côte d'Ivoire. FRF 120,000,000. SHORT-TERM COTTON PRE-EXPORT FACILITY. ING BANK.

Pechiney more al... Indonesian... METAL FACTORY...



COMMODITIES AND AGRICULTURE

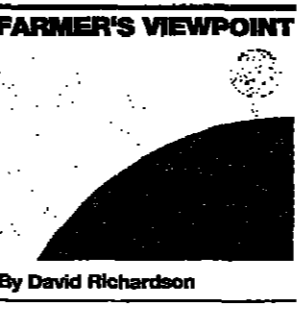
Pechiney 'has no plans' for Vegetable group grows its own managers

By Kenneth Gooding, Mining Correspondent
Pechiney, the world's fourth-largest aluminium producer, was forced by its partners to re-start capacity at the Tomago smelter in Australia...

Table: Status of Aluminium Cuts (000 tonnes). Columns: MOU, Pre-MOU, Total. Rows: Alcoa, Reynolds, Pechiney, Kaiser, VAW, Other.

last year as aluminium prices rose and now they are working from stock. 'We should see customer stocks back to normal levels in the second half of 1996.'
Consequently, 'I do not see any prospect of a serious drop or any big improvement [from the 1995 level] in our aluminium business this year'.

Ten years ago a handful of UK vegetable growers were relaxing in a pub after a meeting to discuss mutual problems. All were running substantial businesses supplying fresh produce direct to the fast-expanding and ever more demanding supermarket sector.



By David Richardson

reputation is spreading. Selection is tough. In each of the past two years only 11 applicants were accepted - roughly one third of whom we female.
Successful candidates, most of whom, significantly, come from non-farming backgrounds, begin by going on an outward bound course. The way they tackle physical problems, interact as a team and selflessly their performance in charge of a grading or packing line; organising the logistics of delivering packed produce to point of sale; a research or development project; and time spent in a negotiating office buying or selling produce.

hoping the course will soon be recognised by the Institute of Management and Universities.
Meanwhile the original objective of the founder members appears to be being realised. Some 70 per cent of trainees have taken permanent positions with MDS member companies and there is no longer such a shortage of suitably qualified graduates to help manage their businesses.

could benefit from an enlightened approach to management training.
Yes, there are plenty of university and college courses teaching farming. Some of them even tackle management techniques. But none that I know of comes close to providing the breadth of experience those MDS young people are exposed to. Furthermore, the traditions of farming may militate against such a course being fully utilised. By far the most usual pattern is for the son or daughter to work for a year on the home farm, then go to college, and then come home for good.

Indonesian mine shut after riot

By Kenneth Gooding
The Grasberg mine in Irian Jaya, Indonesia, one of the world's biggest copper and gold producers, was temporarily closed yesterday after civil disturbances broke out in Tembagapura, the nearby town of 10,000 people, mostly employed by the mine.

serious. He expected the mine to re-start in about 24 hours.
He said that an Indonesian employee had been accidentally hit by a car driven by a contractor during a heavy rain storm. Although the employee was not badly hurt, rumours spread that he had been killed. Rocks were thrown and windows were broken in the disturbances that followed.

between local people and the military lead to accusations of civil rights abuses by the army and suggestions that Preopret personnel were also involved. Investigations by Indonesia's human rights commission and by the Australian, New Zealand and US embassies cleared the company of these allegations.

Graduate recruitment and fast track training are, of course, common in many industries. So why is MDS worthy of special mention?
Conventional farmers would have shaken their heads sadly and concluded that 'nothing could be done, or that 'the government should do something about it'. But being the type of people they were, they decided to something themselves.

Because, as far as I am aware, a self-organised and self-funded training scheme of this kind is unique in British agriculture and horticulture.
That is not to say that traditional farmers' sons and daughters are unable to benefit from further training. Indeed many of today's young farmers have been to university or college before returning home to work on, and participate in, the management of the family farm. Few, however, take the opportunity to gain extra experience of different management styles and a variety of related enterprises by working at a management level in other businesses. MDS ensures their trainees are exposed to several management cultures.

Typically these include a period managing a field operation. Like harvesting a vegetable crop, another in charge of a grading or packing line; organising the logistics of delivering packed produce to point of sale; a research or development project; and time spent in a negotiating office buying or selling produce. Formal training sessions run by external lecturers are interspersed with the practical experience. MDS estimates that, including salary, each graduate trainee costs about £28,000 over two years.

more efforts towards improving the conditions of commodity producers in poor countries. It would speed up spending by shortening the time between a project's conception and its approval. It would also increase its loan financing, as opposed to grant financing, to extend its activities. 'Particular attention will

be given to projects which lead to sustainable development and the preservation of the earth's resources and environment," he said.
To date, the fund has approved 37 projects costing about \$81m, of which it provided about \$35m. The biggest were to improve bananas and tackle the cotton boll weevil.

UN commodity fund to spend \$12m on marketability

By Alison Maitland
The UN's Common Fund for Commodities plans to spend \$12m on improving the marketability of commodities in order to increase incomes in developing countries.

national Cocoa Council in London yesterday that the money would come from resources previously used to finance international buffer stocks.

Launched in 1989 by the United Nations Conference on Trade and Development, the fund has financed buffer stock-holding, increased the competitiveness of commodities and

tackled crop diseases.
Buffer stock agreements have now all disappeared. Only the International Cocoa Organisation and the International Natural Rubber Organisation still operate internationally financed buffer stocks and cocoa stockpiling will soon end.

Mr Boehnke said the Amsterdam-based fund would direct

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Table: LONDON METAL EXCHANGE. Columns: Metal, Price, Change, High, Low, Vol. Rows: Aluminium, Lead, Zinc, Tin, Copper, Silver, Gold, Platinum, Palladium.

Precious Metals continued

GOLD COMEX (100 Troy oz; \$/troy oz)

Table: GOLD COMEX. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

ENERGY

CRUDE OIL NYMEX (42,000 US gal; \$/barrel)

Table: CRUDE OIL NYMEX. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

GRAINS AND OIL SEEDS

WHEAT LCE (\$/cwt)

Table: WHEAT LCE. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

SOYBEANS

SOYBEANS CBOT (5,000 bu; \$/bu)

Table: SOYBEANS CBOT. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

SOFTS

COFFEE LCE (\$/cwt)

Table: COFFEE LCE. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

SUGAR

WHITE SUGAR LCE (\$/cwt)

Table: WHITE SUGAR LCE. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

MEAT AND LIVESTOCK

LIVE CATTLE CME (40,000 lbs; cents/lb)

Table: LIVE CATTLE CME. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

PORK

PORK BELLS CME (40,000 lbs; cents/lb)

Table: PORK BELLS CME. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

LONDON TRADED OPTIONS

ALUMINIUM (99.7% LME)

Table: ALUMINIUM LME. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

COPPER

COPPER (Grade A) LME

Table: COPPER LME. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

CROSSWORD

No.9,016 Set by QUARK

Crossword grid with clues: 1. Dated at back of newspaper (6,3,5), 2. One cultivated nut-tree (6), 3. They get hard knocks in the city district involved in timely expedient (6), 4. A drink knocked back - wine, not the first used medicinally (6), 5. Smart dash (3), 6. Picking out the star players, we hear, and giving up (6), 7. His post is different; he's reasoning fallaciously (7), 8. Jumper perhaps wrapped round a husky (6), 9. Big bird in the municipality (3), 10. Try a ruse in order to get funds (3), 11. Writer about a male or female bird (3,3), 12. Piano lo under the hammer? It's not compulsory (8), 13. Sollet advertising mainly for a painting (6), 14. 31. Hear grounds for belief and be persuaded peaceably (8,2,5).

LONDON SPOT MARKETS

CRUDE OIL FOB (per barrel)

Table: LONDON SPOT MARKETS. Columns: Commodity, Price, Change, High, Low, Vol. Rows: Brent Blend, W.T.I., W.T.L., Premium Gasoline, Gas Oil, Heavy Fuel Oil, Naphtex, Fuel oil, Diesel, Petroleum Argon.

OTHER

Gold (per troy oz)

Table: OTHER. Columns: Commodity, Price, Change, High, Low, Vol. Rows: Gold, Silver, Platinum, Palladium, Lead, Tin, Cattle, Sheep, Hog, Rubber, Cotton, Soybeans, Copra, Coconut, Wootton, Wool.

PRECIOUS METALS

LONDON BULLION MARKET

Table: LONDON BULLION MARKET. Columns: Metal, Price, Change, High, Low, Vol. Rows: Gold, Silver, Platinum, Palladium.

UNLEADED GASOLINE

NYMEX (42,000 US gal; \$/barrel)

Table: UNLEADED GASOLINE NYMEX. Columns: Date, Price, Change, High, Low, Vol. Rows: Mar, Apr, May, Jun, Jul, Aug, Sep, Oct, Nov, Dec, Total.

FUTURES DATA

All futures data supplied by C.M.S.

Table: FUTURES DATA. Columns: Commodity, Price, Change, High, Low, Vol. Rows: Wheat, Soybeans, Corn, Sugar, Coffee, Cotton, Rubber, Gold, Silver, Platinum, Palladium.

VOLUME DATA

Open Interest and Volume data shown for contracts traded on COMEX, NYMEX, CBT, NYCE, CME and CBOE are one day in arrears.

Table: VOLUME DATA. Columns: Commodity, Price, Change, High, Low, Vol. Rows: Wheat, Soybeans, Corn, Sugar, Coffee, Cotton, Rubber, Gold, Silver, Platinum, Palladium.

INDICES

REUTERS (Base: 10/31=100)

Table: INDICES. Columns: Index, Price, Change, High, Low, Vol. Rows: Mar 11, Mar 8, Mar 5, Mar 2, Total.

Solution to Saturday's prize puzzle on Saturday March 23. Solution to yesterday's prize puzzle on Monday March 25.

CURRENCIES AND MONEY

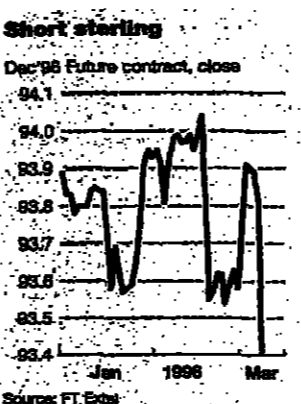
MARKETS REPORT

Dollar steady as US asset markets stabilise

By Philip Gawth December short sterling contract, for example, fell to 98.13...

broader melt-down did not materialise, with the dollar left on the sidelines. In the eyes of some observers...

Mr Hannah said the background of China-Taiwan tensions was also "classic buy the dollar material".



The weakness in Asian and early European trading did not extend to New York...

The South African rand remained weak ahead of tomorrow's budget...

Further, Mr Chertkov maintains that contrary to fears of large-scale repatriation...

There was little movement in currencies in Europe. The D-Mark finished at FF8.427...

disappointingly given the significant re-rating in interest rate expectations...

He said the prospect of more losses in US bond and equity prices "further reduced the incentive for people to take on additional long dollar positions."

Against the dollar it closed at \$2.92, from \$1.5262.

There were also conflicting assessments of how well the dollar has performed in recent days.

Mr Chertkov said the dollar had "held up very well".

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Mar 11, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month, Three months, One year, Bank of England index.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Mar 11, Closing mid-point, Change on day, Bid/offer spread, Day's high/low, One month, Three months, One year, J.P. Morgan index.

OTHER CURRENCIES

Table listing various currencies like Swiss Franc, Japanese Yen, etc., with their respective rates and changes.

CROSS RATES AND DERIVATIVES

Table showing exchange rates for various currencies like Euro, Swiss Franc, etc.

UK INTEREST RATES

Table showing London money rates for various terms like 1 month, 3 months, 6 months, 1 year.

BASE LENDING RATES

Table showing base lending rates for various banks like Adam & Company, Dunlop Leasing, etc.

WORLD INTEREST RATES

Table showing money rates for various countries like Belgium, France, Germany, etc.

EURO CURRENCY INTEREST RATES

Table showing Euro currency interest rates for various countries like Belgium, France, Germany, etc.

THREE MONTH EURO CURRENCY FUTURES

Table showing three-month Euro currency futures prices for various countries.

THREE MONTH EURO CURRENCY FUTURES

Table showing three-month Euro currency futures prices for various countries.

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Table showing three-month Euro currency futures prices for various countries.

BERKELEY FUTURES LIMITED advertisement with contact information.

FUTURES AND OPTIONS TRADING advertisement with contact information.

SECURITIES AND FUTURES LIMITED advertisement with contact information.

KNIGHT-RIDDER'S FUTURES MARKET DATABOOK advertisement.

24HR FOREX advertisement with contact information.

CITY INDEX advertisement with contact information.

FOREX advertisement with contact information.

OFFSHORE COMPANIES advertisement with contact information.

Petroleum Argus Daily Oil Price Reports advertisement.

Market-Eye advertisement with contact information.

VIORFACE advertisement with contact information.

Banco Industrial e Commercial S.A. advertisement.

Advertisement for a financial product or service.

Advertisement for a financial product or service.

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LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for Name, Price, and % Change.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, and % Change.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, and % Change.

AIM - Cont.

Table listing companies on the Alternative Investment Market (AIM) with columns for Name, Price, and % Change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, and % Change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for Name, Price, and % Change.

PROPERTY

Table listing property companies with columns for Name, Price, and % Change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL - Cont.

Table listing general retailers with columns for Name, Price, and % Change.

WATER

Table listing water companies with columns for Name, Price, and % Change.

OIL, INTEGRATED

Table listing integrated oil companies with columns for Name, Price, and % Change.

OTHER FINANCIAL

Table listing other financial companies with columns for Name, Price, and % Change.

SUPPORT SERVICES

Table listing support services companies with columns for Name, Price, and % Change.

AIM

Table listing companies on the Alternative Investment Market (AIM) with columns for Name, Price, and % Change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for Name, Price, and % Change.

RETAILERS, FOOD

Table listing food retailers with columns for Name, Price, and % Change.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, and % Change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, and % Change.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, and % Change.

TOBACCO

Table listing tobacco companies with columns for Name, Price, and % Change.

TRANSPORT

Table listing transport companies with columns for Name, Price, and % Change.

AMERICANS

Table listing American companies with columns for Name, Price, and % Change.

CANADIANS

Table listing Canadian companies with columns for Name, Price, and % Change.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, and % Change.



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GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT Data, a member of the Financial Times Group. Company classifications are based on those used for the FT-SE 100 Index.

h helps 25%

MARCH 12 1996

NT ults

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FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

FT MANAGED FUNDS SERVICE

Main table containing fund names, prices, and performance data. Includes sub-sections for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

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ACTIVA
TERMINAL

MANAGED FUNDS NOTES
Prices are in pence unless otherwise stated and these
are quoted as to the nearest 0.1 pence.

LONDON STOCK EXCHANGE

MARKET REPORT

Equity market rallies strongly after 81-point fall

By Steve Thompson, UK Stock Market Editor

The fall-out from last Friday's limit-down performance by US Treasury bonds and the subsequent 171-point retreat by the Dow Jones Industrial Average continued to reverberate across European markets yesterday.

US, where the 30-year bond picked up from an early one-point decline and the Dow posted an early 44-point rise after a modest initial fall.

Wall Street was quite likely to stage another substantial drop, if sentiment in the bond market shifted.

Others were impressed by Wall Street's resilience at the opening of US markets yesterday. "We did not feel too bad at all at the close, and if Wall Street finishes up then we could easily see the Footsie back above 3,700, two calm days on Wall Street and we will be back at 3,750," the trader said.

"There was no client selling of the market, although I have to admit there was precious little buying either," he added.

Turnover in equities remained poor throughout the session. Always thin on Mondays, turnover yesterday was 631m, and pretty evenly spread between the leaders and the rest of the market.

Customer business on Friday was worth £2bn.

Merger talk lifts C&W

Shares in Cable and Wireless shot forward almost 7 per cent and racked up their best single day's volume since early December, following the announcement that the international telecoms group had been holding talks with BT.

Financial stocks led the way down in London's equity slide yesterday.

index were also financials. By the close it was down to three: National Westminster Bank dipped 23 to 644p, Sun Alliance 13 to 620p, and General Accident 22 to 620p.

that the Hard Rock Cafe chain could be sold off or floated independently on the stock exchange.

confidence that the consensus City forecast of £78m will be achieved.

Media shares were generally well supported in front of the sector's results fortnight.

Best performing sectors

COMPAGNIE BANCAIRE Societe Anonyme. Notice of Ordinary and Extraordinary General Meeting. The shareholders of Compagnie Bancaire are invited to attend the Ordinary and Extraordinary General Meeting to be held on Wednesday, 20th March, 1996 at 5.00 p.m. at the Head Office, 5 Avenue Kleber, Paris 16ème, to consider the following Agenda:

Notice to the Holders of Warrants of Daio Paper Corporation (the "Company") issued in conjunction with U.S. \$100,000,000 4% per cent. Guaranteed Notes 1999. The Board of Directors of the Company resolved on 28th February, 1996 that it will make a stock split at a rate of 1.56 for 1 to its shareholders of record as at 31st March, 1996.

CITICORP ROYALTY-BEARING NOTES DUE SEPTEMBER 2002. Notice is hereby given that the Rate of Interest has been fixed at 5.45859% and that the interest payable on the relevant Interest Payment Date June 12, 1996 against Coupon No. 1 will be US\$1,199,250 (US\$1,199,250) consisting of the notes and US\$1,200,000 in respect of US\$100,000,000 nominal of the notes.

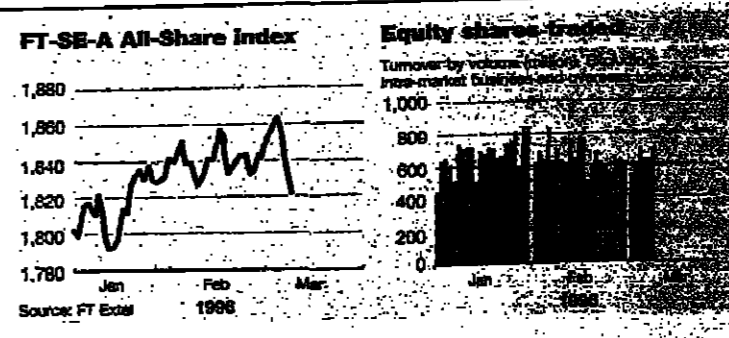
Cartlon Communications Plc 7 1/2% Convertible Subordinated Bonds due 2007. Holders of Cartlon Communications Plc's 7 1/2% Convertible Subordinated Bonds due 2007 ("the Bonds"), should note that at the Company's Annual General Meeting, held on 20 February 1996, the approval of Ordinary shareholders was given for a proposed 3 for 2 capitalisation issue in respect of the Bonds.

SEND US YOUR OWN PAPERCLIP. And while you are at it, please attach your cheque to fund more Macmillan Nurses in the fight against cancer. (Did you know over one million people are living with it?) Cheque amount £..... made out to 'CRMF (F1)' Send to: CRMF FREEPOST LONDON SW3 3BR

U.S. \$250,000,000 CHALLENGE BANK Challenge Bank Limited (A.C.N. 009 230 433) (Incorporated with limited liability in the State of Western Australia) Floating Rate Notes due 1997. In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from March 12, 1996 to June 12, 1996 the Notes will carry an Interest Rate of 5.65859% per annum.



Indices and ratios table. FT-SE 100: 3674.3 (-35.8); FT-SE Mid 250: 4212.0 (-40.7); FT-SE A 350: 1843.0 (-17.9); FT-SE A All-Share: (8.81); FT-SE A All-Share yield: (3.81).



Best performing sectors table. 1. Telecoms; 2. Media; 3. Retail; 4. Chemicals; 5. Pharmaceuticals.

189 1/2p. Lomrho, 3 1/2 firmer at 194 1/2p, was rumoured to be teeing up a mining disposal.

confidence that the consensus City forecast of £78m will be achieved. Media shares were generally well supported in front of the sector's results fortnight.

FUTURES AND OPTIONS table. FT-SE 100 INDEX FUTURES (LFFE) 25¢ per full index point (AFT). Mar: 3680.0 (3674.0) -25.0; Apr: 3658.0 (3674.0) -20.0; May: 3690.0 (-20.0).

LONDON RECENT ISSUES: EQUITIES table. Issue, Amt, Price, etc. F.P. 51.7 527 498; F.P. 1.56 2 2; F.P. 14.7 85 54; F.P. 0.07 50 34; F.P. 21.2 192 14; F.P. 31.3 143 100; F.P. 83.3 43 42; F.P. 19.8 426 204; F.P. 5.12 90 88; F.P. 16.2 71 65; F.P. 19.8 188 175; F.P. 19.8 188 175.

TRADING VOLUME table. Major Stocks Yesterday. V.L. Closing Day's. BT: 1,000; Cable & Wireless: 1,100; Anglo Irish: 1,100; Anglo Dutch: 1,100; Anglo Irish: 1,100; Anglo Dutch: 1,100.

Hourly movements table. Open, 8.00, 10.00, 11.00, 12.00, 13.00, 14.00, 15.00, 16.00, High/Low/Day.

FT GOLD MINES INDEX table. Mar % chg, Mar % on day, Mar % on 7 days, Mar % on 30 days, Mar % on 90 days, Mar % on 180 days.

The Financial Times plans to publish a Survey on Slovenia on Thursday, March 14. The survey will discuss Slovenia's political stability and developments in that area; also its rapidly improving infrastructure. Other articles will include the economy, trade, banking and finance and industry.

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WORLD STOCK MARKETS

EUROPE
NISTRA (Mar 11 / Sch)
Stock market data for various European countries including Austria, Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, Sweden, Switzerland, and the UK.

ASIA
Stock market data for various Asian countries including Australia, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, New Zealand, Singapore, South Africa, South Korea, Taiwan, Thailand, and the Philippines.

PACIFIC
Stock market data for various Pacific countries including Canada, Mexico, and the United States.

AMERICA
Stock market data for various American countries including Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Uruguay, and Venezuela.

AFRICA
Stock market data for various African countries including Algeria, Angola, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Cote d'Ivoire, Egypt, Equatorial Guinea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Nigeria, Niger, Rwanda, Senegal, Sierra Leone, Somalia, South Africa, South Korea, Sri Lanka, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, and Zimbabwe.

INDICES
Table showing various stock indices and their performance, including the Nikkei, Dow Jones, and others.

US INDICES
Table showing US stock indices and their performance, including the S&P 500, Dow Jones, and others.

US INDICES (continued)
Additional US stock indices and their performance.

US INDICES (continued)
Additional US stock indices and their performance.

US INDICES (continued)
Additional US stock indices and their performance.

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INDEX FUTURES
Table showing futures contracts for various indices, including the Nikkei, Dow Jones, and others.

Additional market information, including exchange rates, interest rates, and other financial data.

4 pm close March 11

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized into columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and 'AMEX COMPOSITE PRICES'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market with columns for Stock, High, Low, Change, and Volume. Includes sub-sections for 'Continued from previous page' and 'AMEX COMPOSITE PRICES'.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, High, Low, Change, and Volume.

AMEX COMPOSITE PRICES

Table of AMEX Composite Prices with columns for Stock, High, Low, Change, and Volume.

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AMERICA

Rebound in Treasuries supports Dow

Wall Street

After a volatile morning, US share prices were mostly higher by early afternoon, easing Wall Street's fears that the day would bring a wave of carry-over selling after Friday's 171-point loss on the Dow Jones Industrial Average, writes Lisa Branstetter in New York. For the first hour of trading, blue chip shares moved between positive and negative territory with the Dow jumping at the opening and then falling more than 28 points before stabilising with an upward bias. At 1 pm the Dow was up 22.40 at 5,492.85, while the Standard & Poor's 500 lost 0.20 at 653.30 and the American SE composite was off 0.56 at 557.50. NYSE volume had reached 271m shares. One factor helping shares was a rebound in US Treasury prices, which had led equities lower on Friday. After also showing weakness early in the session, the benchmark 30-year Treasury was up half a point by midday, putting the yield at 6.71 per cent. Rebounding technology and cyclical shares boosted the broader market. The Nasdaq composite, consisting of about 40 per cent technology issues, was the strongest of the major indices with a 10.33 gain at 1,074.05. Internet-related issues were especially strong, bolstered by reports that Netscape Communications, the Internet software company, had signed alliances with two of the three major online services - CompuServe, a unit of H & R Block, and America Online. Netscape's shares were up 85% or 14 per cent at \$455. America Online rose 4% or 10 per cent to \$48 and H & R Block was \$1 stronger at \$33. Hopes that the economy was not about to sink into recession led to strength in cyclical shares and helped the Dow, which is weighted towards that sector, to outperform. The Morgan Stanley Index of cyclical shares added 1.8 per cent, while the counterpart index of consumer issues slipped 0.3 per cent. Rising cyclical shares in the Dow included Allied Signal, up 1% at \$56.74, and Boeing, 1% ahead at \$30.4. Interest rate-sensitive issues such as commercial banks mostly added to the sharp losses made on Friday as Wall Street wrote off the possibility that the Federal Reserve would lower interest rates again in the near term. J.P. Morgan, a component of the Dow, lost 1% on top of the \$4 surrendered on Friday, bringing the share price to \$79.25. Canada Toronto overcame early weakness by midsession and the TSX 300 composite index was up from a low of 4,873.23 to stand 2.07 higher by noon at 4,897.50 in weak volume of 30.2m shares. In late morning trade, six of the 14 sub-groups were higher, led by metals and minerals which picked up 0.8 per cent. Against the trend among weaker gold stocks, the Denver-based Golden Star Resources, which is listed in the US and Canada, rose 3% at \$31.75, while its subsidiary, Guyanor Resources, was 2% higher at \$31.4. Potash Corp of Saskatchewan gained 3% at \$39.87.

Latam tracks US

After a shaky start the region's equity markets had staged a modest recovery by midsession, although the trading environment remained very volatile. Dealers said that Wall Street would provide direction for the rest of the day. In MEXICO CITY the IPC index had risen 18.71 to 2,755.07, although turnover was reported to have been below average. There was a comment from some brokers that a number of investors were scouring the market for bargains. SAO PAULO followed the US rebound and by midday the Ibovespa index had made 806.49 at 47,526. BUENOS AIRES told a similar story, with the MerVal index up 2.06 at 499.44.

EUROPE

Bonds pose a question after rollercoaster day

A rollercoaster day saw senior bonds, 1.5 to 1.75 per cent off at the opening, stretch their losses to 2 or 2.5 per cent by mid-afternoon as traders positioned themselves for another 50 or 60-point drop in the Dow. The worst did not happen; bourses recovered some ground, helped at the end by a rally in the bond markets. However, Mr John Blackley at James Capel noted higher than expected US home sales figures which, combined with a 1.6 per cent rise in German industrial production in January, suggested that bonds would retreat in the weeks ahead, and that equities would be unsettled as a result. FRANKFURT's Dax index ended 28.08 lower at a bid-indicated 2,419.72, after bottoming 2.5 per cent down at 2,387.74. Volkswagen fell DM18.80 to DM528.80. Mr Gebhard Klingenstein at EZW in Frankfurt said that last week's revival of Opel/VW litigation provided investors with an excuse to sell after the stock hit DM550. The same, he said, applied to Adidas, down DM5.30 to DM93.60 as it was brought into

THE DAY'S FALLS table with columns for City, % Change, and values for Madrid, Milan, Amsterdam, Paris, Frankfurt, Zurich.

litigation by minority shareholders in Bernard Tapie Finance; and to Thyssen, off another DM7.45 to DM270.65 following an exemplary placing of 15 per cent of the equity by Commerzbank and UBS. Commerzbank itself lost DM9 at DM327 as professionals took the weekend story of tax arrears, packaged with its Fokker and Bremer Vulkan involvements, and hung it around the bank's neck. AMSTERDAM featured BolsWessanen and DSM as the AEX index closed 6.60 lower at 507.69, up from a low of 502.38. BolsWessanen lost F12.20 or 6.2 per cent to F138.50 after the food and drinks group reported a 20 per cent fall in 1995 profits and forecast that 1996 would probably see flat earnings. DSM watchers expressed sur-

prise at the government's policy, and its timing, in saying yesterday that it was going to complete its phased privatisation of the country's second-largest chemicals company by selling its remaining 11 per cent stake later this month. The stock receded F11.70 to F1152.30. The major multinational groups exposed to the US markets saw turbulent trade, with Royal Dutch, for instance, off F14.80 to F1226.30. PARIS fell to a session's low of 1,919.07 before the CAC-40 index recovered, closing with a loss of 26.57 at 1,948.68. Turnover was an average FF4.4bn, with activity gaining momentum in the afternoon. Alcatel Alsthom slipped FF6.80 to FF432.20 in spite of announcing that it was forming an alliance with Sharp, of Japan, for the development of electronic products such as mobile telephones. Lafarge shed FF4.60 to FF37.20 after reporting 1995 profits much in line with market expectations; while Promodes weakened FF2.25 to FF1,240 following its 1995 figures, released on Friday.

FT-SE Actuaries Share Indices table with columns for Index, Open, High, Low, Close, and values for FT-SE 100, FT-SE 250, FT-SE 500, FT-SE 1000.

ZURICH picked up late in the day, the SMI index finishing 43.5 down at 3,508.2, after 3,471.4. SBC and Zurich Insurance bucked the trend on speculation that the companies might be prompted by last week's merger between Sandoz and Ciba to deepen their already existing co-operation. SBC added Sfr3 to Sfr456 and Zurich gained Sfr10 to Sfr1,300 and Ciba Sfr13 to Sfr1,382 on further profit-taking after last Thursday's large gains in both stocks. Aluisse declined Sfr19 to Sfr55. Esakida Securities, which downgraded the stock,

commented that following the strong performance since the beginning of 1995, the valuation looked rather stretched. MILAN found some late support in treasury bonds, and the real-time Mibtel index picked up from a day's low of 9,307 to finish a net 135 easier at 9,433. The Comit index registered a fall of 13.87 at 587.64. Olivetti dropped L36.4 to L818 on continuing worries of escalating price wars in the personal computer sector, after Britain's ICL decided to quit the market. The mood was further soured by continuing concerns over the mobile telephone roaming row with Tim, L33 cheaper at L3,739. MADRID's banking and utility sectors both weakened 1.7 per cent as the general index

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ASIA PACIFIC

Nikkei at year's low and Hong Kong plunges 7.3%

Friday's Wall Street tumble shook investor confidence, and the Nikkei average fell to its lowest level for the year, writes Emilio Terazono in Tokyo. The 225 index lost 369.58 at 19,747.76 and 20,058.41. Sales of high-tech stocks by overseas investors and technical selling hit share prices in early trading, while a steep fall in Hong Kong accelerated declines in the afternoon. Selling pressure also heightened ahead of a press conference by the ruling coalition party over the fate of the government's liquidation plan for the ailing jusen, or housing loan companies. Volume was 390m shares, against 1,350m on Friday, the settlement day for March futures and options contracts. The Topix index of all first section stocks slid 18.42 to 1,525.48 and the Nikkei 300 by 3.30 to 284.48. Falls led rises by 964 to 151, with 113 issues unchanged. In London the ISE/Nikkei 50 index eased 0.06 to 1,327.86. High-technology stocks retreated, Toshiba losing Y7 at Y765 and Fujitsu Y29 at Y967. Consumer electronics issues were also lower, with Sony down Y70 at Y6,180. Bank shares, which had been hit by bearishness surrounding the government's jusen bailout, continued to lose ground. Industrial Bank of Japan was off Y20 at Y2,680 and Sanwa Bank Y30 at Y1,970. Some steels were higher on foreign buying. Nippon Steel, the most active issue of the day, put on Y1 at Y335. Speculative stocks were mixed. Shinko Metals receded Y25 to Y985 but Dync, a book-binding cloth maker, jumped Y100 to Y376 on rumors that it was being targeted by a group of speculators. In Osaka, the OSE average

THE DAY'S FALLS table with columns for City, % Change, and values for Hong Kong, Jakarta, Sydney, Singapore, Kuala Lumpur, Manila, Taipei, Seoul, Tokyo, Bombay, Wellington.

John Howard's Liberal/National coalition in last week's general election. The All Ordinaries index retreated 80.20 to 2,187.4. While some brokers thought that the budget had already been factored into prices, others believed that the tough proposals likely to be contained in it would only exacerbate the market's negative mood. The price of gold was seen as one of the keys to market support over the next few sessions, and there were hopes that bullion would rebound over the short term. BANGKOK closed at its lowest level since the middle of December. One bright spot was the fact that the SET index, 4 per cent down at the opening, recovered modestly to end 45.21 off at 1,333.56. Dealers noted that some investors came in on the buy side to pick up major bank and finance issues. SINGAPORE closed sharply lower, but off the day's lows, and the Straits Times Industrial index lost \$4.42 at \$2,316.34. Volume was estimated at 191m shares. Losers were dominated by foreign issues held by overseas investors. DBS foreign shares dropped S\$1.80 to S\$18 after poorer than expected results posted by DBS Bank over the weekend. KUALA LUMPUR suffered

its largest fall in points terms for two years, the composite index finishing 33.11 lower at 1,082.99. Analysts noted, however, that the index had picked up from the day's worst of 1,073.04 to finish above 1,080, regarded as a crucial support level. WELLINGTON managed to steady itself after a sharp fall. The NZSE-50 capital index lost 30.97 at 2,463.23. Among the main losers, Telecom recorded 18 cents to NZ\$6.52, but brokers noted that other leading issues did not perform so badly given the circumstances. BOMBAY was weak as last week's correction continued at the start of a new session in A group stocks. The BSE-30 index shed 52.99 to 3,291.66. KARCHI followed the regional trend, the KSE-100 falling 4.14 or 2.4 per cent to 1,596.65. MANILA fell sharply in early trade before making a partial recovery. The composite index shed a net 66.14 to 2,810.65, after touching 2,788.15.

S African industrials lose 2%

Johannesburg's industrials dropped 2 per cent on Wall Street's collapse on Friday and golds were marginally weaker in sympathy, in spite of a firmer halibon price. Analysts noted that morning trade was thin because of the World Cup cricket match between South Africa and the West Indies, but activity picked up later. The overall index fell 142.2 to 6,554.4, industrials 167.7 to 8,182.4 and golds 8.7 to 1,716.

MARKETS IN PERSPECTIVE table with columns for Country, % change in local currency, % change in US \$, and values for Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Spain, Sweden, Switzerland, UK, EUROPE, Australia, Hong Kong, Japan, Malaysia, New Zealand, Singapore, Canada, USA, Mexico, South Africa, and WORLD INDEX.

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